

Risk Management - Workers' Compensation

Cross-Departmental Session
Meeting #5
November 12, 2014

CountyStat Principles

- **Require Data-Driven Performance**
- **Promote Strategic Governance**
- **Increase Government Transparency**
- **Foster a Culture of Accountability**



Agenda

- **Welcome and Introductions**
- **Actionable Intelligence from Previous Workers' Compensation Meetings**
- **Status of Follow-Ups from Previous Meeting**
- **MCG Workers' Compensation Performance and Benchmarking**
- **Concurrence of FMLA and Disability Leave**
- **FY14 Department Proactive Action Plans and Injury Data**
- **Department Performance**
 - Montgomery County Fire and Rescue Service
 - Montgomery County Police Department
 - Department of Correction and Rehabilitation
 - Department of Liquor Control
 - Department of Transportation
 - Department of General Services
- **Wrap-up**



Meeting Goals

- Identify trends in workers' compensation cases
- Update strategies that address high-risk areas as identified by workers' compensation data
- Examine the County's current practices to proactively reduce workplace injuries

Desired Outcome

- Reduce the number of workplace injuries and illnesses across the County through proactive risk management



Actionable Intelligence from Previous CountyStat Sessions on Workers' Compensation

- **A relatively small number of cases accounted for the majority of costs (9/18/2009 meeting)**
 - Overall, the top 10% of cases by size accounted for 69% of costs
 - Claims where the individual slipped but did not fall were much more expensive than other types of slips and were more likely to be in the top 10% of claims
- **Positive correlation between sick leave and injuries (4/20/10 meeting)**
 - All departments showed a relationship between claims and low sick leave balance at the time of injury
 - Claims made when an individual had a low sick leave balance were more likely to include compensation for lost time than claims made when sick leave balances were higher.
- **Injuries tend to occur during the early parts of shifts. Reinforcing safe work habits at the beginning of every shift can help prevent workplace injuries. (10/23/13 meeting)**

Use of past research plus current trend analysis should allow for targeted efforts to reduce the frequency and severity of injuries in Montgomery County Government.



Follow-Up Items from Previous Meetings (1/2)

Meeting Date	Meeting Topic	Responsible Party	Follow-Up Item	Due Date	CountyStat Status
10/23/2013	Workers' Compensation Update #4	DOT, MCFRS, MCPD, DLC, DGS, DOCR	Devise a strategy to specifically address your department's top two injury categories (by "source," "nature," and/or "body part") with the goal of proactively reducing them	11/15/2013	Partially Complete
10/23/2013	Workers' Compensation Update #4	FIN	Identify for the CAO and Dept. Directors benchmark data from other jurisdictions for the measure: "Cost of Workers' Compensation per \$100 of Payroll" and "Number of Cases Resulting in Lost Work Time"	12/31/2013	Complete
10/23/2013	Workers' Compensation Update #4	FIN	Obtain data on an ongoing basis from CorVel on the duration of lost work time for each claim/injured employee	12/31/2013	In Progress
10/23/2013	Workers' Compensation Update #4	FIN	Conduct an examination of the return to work process to identify problem areas and recommend strategies that could reduce the time it takes for an employee to come back from an injury/illness	2/28/2014	In Progress
10/23/2013	Workers' Compensation Update #4	FIN	Determine if the upcoming Total Absence Management Study will determine a method for adding indirect costs to the total Workers' Compensation cost figures (e.g. the cost of backfilling injured employees, the related overtime, etc.)	12/31/2013	Complete



Follow-Up Items from Previous Meetings (2/2)

Meeting Date	Meeting Topic	Responsible Party	Follow-Up Item	Due Date	CountyStat Status
10/23/2013	Workers' Compensation Update #4	FIN	Work with CorVel to revise/improve the coding of injury data to reduce the number of Injury Sources, Natures, Body Parts, etc. that are coded as "Other" - Does CorVel need to work directly with departments to ensure the most useful reporting?	12/31/2013	Complete
10/23/2013	Workers' Compensation Update #4	FIN	Ensure that departments have access to and understand how to use the Care MC system as well as other available reports and tools from CorVel	1/31/2014	Complete
10/23/2013	Workers' Compensation Update #4	DLC	DLC wants to work with DOT to understand what, if any, Risk Management practices/strategies are transferrable	12/31/2013	Complete



Note on Workers' Compensation Data

- **Workers' compensation costs and claim data are fluid due to**
 - Lag in reporting injuries
 - Changes in paid and reserved amounts as claims mature
- **CountyStat collects and reports on injury data from Risk Management at the close of the fiscal year to ensure a consistent snapshot of the data.**

Case information is bound to change after the close of the fiscal year. Therefore, other reports on the number of injuries and costs may appear differently than what is reported in this session due to the time at which the data are pulled from the claims data base.



Section 1

MCG WORKERS' COMP. PERFORMANCE AND BENCHMARKING



Follow-Up: Benchmarking Costs

- The measure of workers' compensation costs per \$100 of payroll does not appear to be used currently by most government entities
- The following table shows MCG benchmarked against MCSIP, governments/non-profits, and all industries based on cost per employee and cost as a percentage of payroll

	2010		2011		2012	
	\$ Per Employee	\$ as % of Payroll	\$ Per Employee	\$ as % of Payroll	\$ Per Employee	\$ as % of Payroll
All Industries	\$638	0.62%	\$564	0.53%	\$515	0.56%
Gov't/ Non-Profit	\$964	0.90%	\$807	0.80%	\$846	0.83%
MCSIP	\$633	1.15%	\$709	1.35%	\$855	1.53%
MCG*	\$1,020	1.88%	\$1,184	2.60%	\$1,182	2.40%



Source: Finance/Risk Management
 *Excludes MCFRS due to volunteers

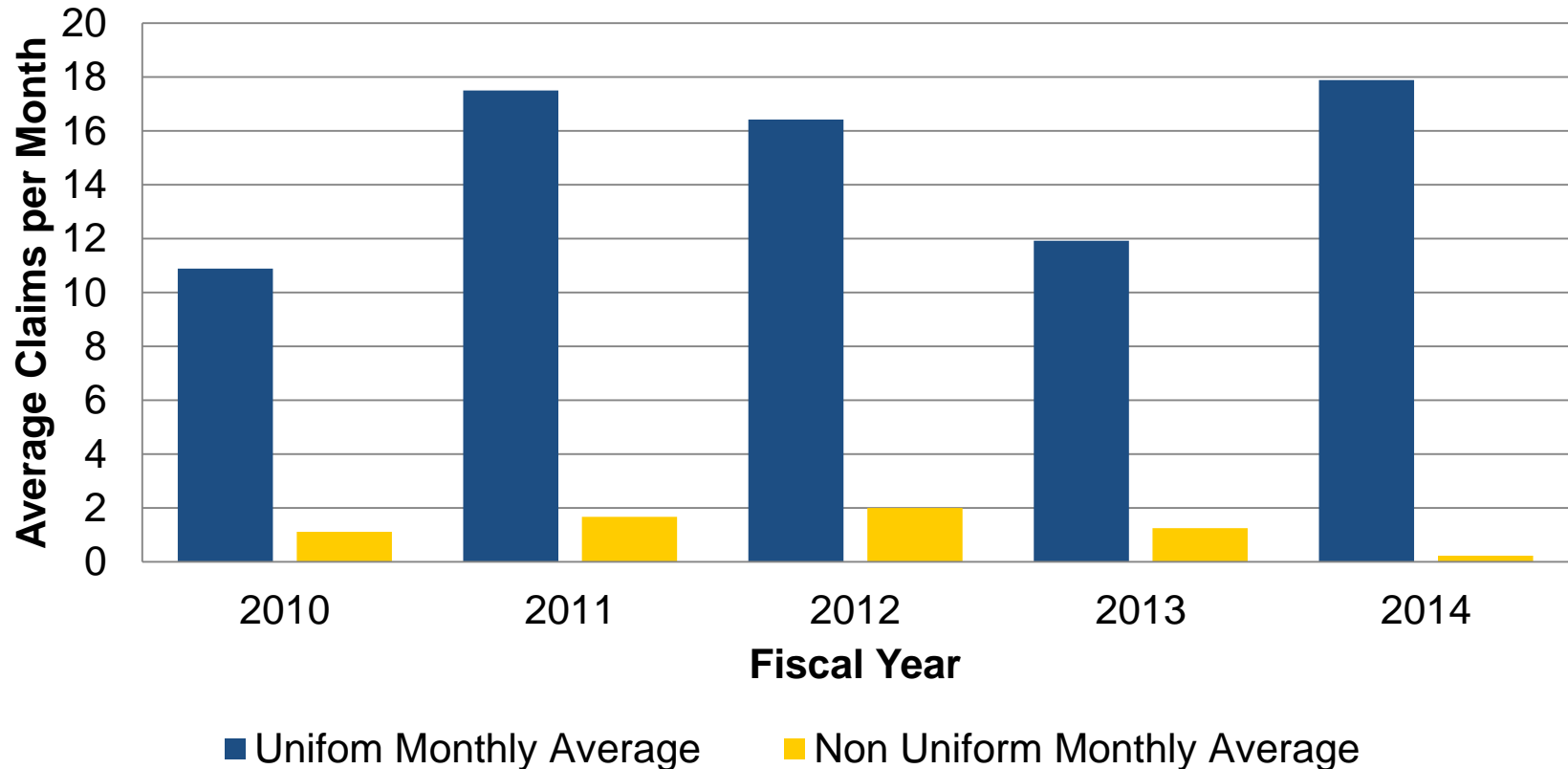
Follow-Up: Return to Work and Lost Time Recording

- Risk Management is working with CorVel in order to regularly give figures on the time it takes for injured workers to return to work or the amount of time lost to injuries
- However, some departments track this information in their proprietary time keeping systems
 - DOCR is shown on the next slide as an example

CountyStat will continue to work with Risk Management to identify which key milestones in the workers' compensation process are not being captured and/or reported on and develop standardized metrics for regular reporting on performance.



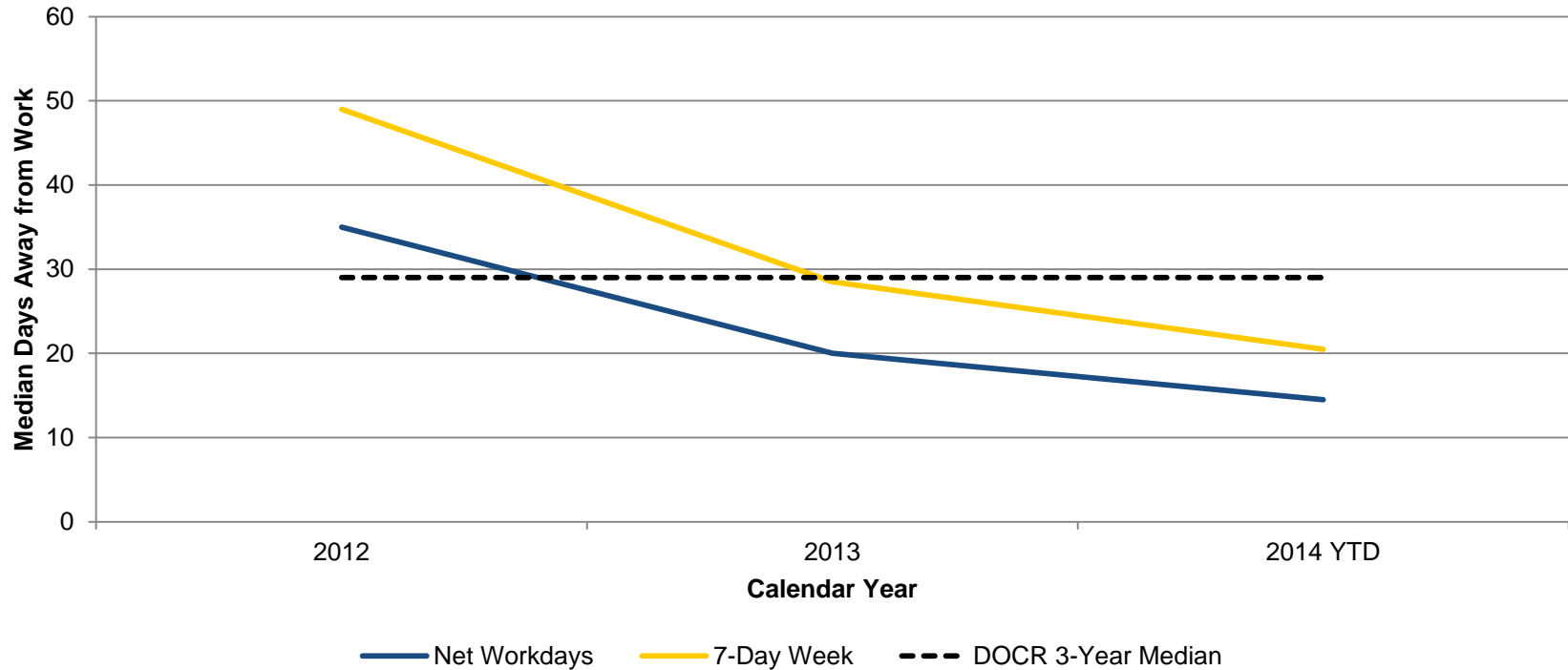
DOCR Lost Work Time Tracking – Average Workers' Compensation Claims per Month



2014 had the highest claim rate of the last five years, averaging 17.9 claims per month.



DOCR Lost Work Time Tracking – Time Away from Work for Uniformed Officers

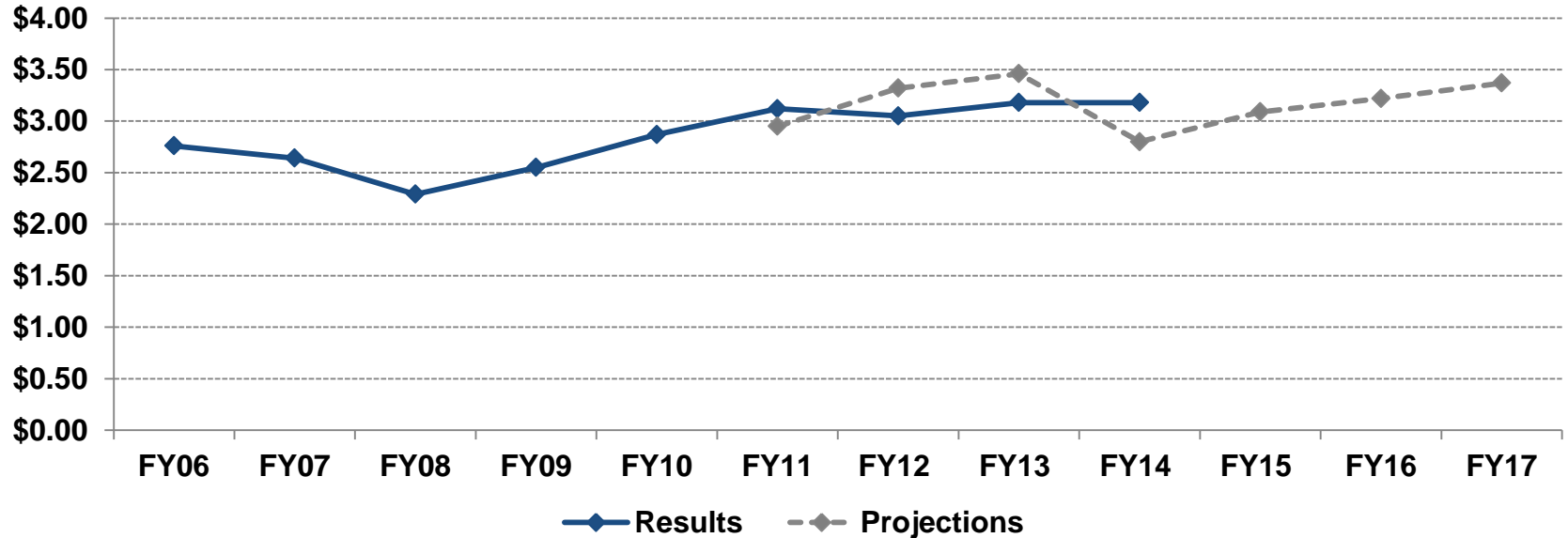


DOCR's median lost time rate for uniformed officer injuries over the past three years was 29 days (14.5 workdays). When examining the data by the average days away from work, the three year average was 71 days (51 workdays).

Source: DOCR. DOCR data only include approved claims and light duty related to workers' compensation. Excludes 10 claims (8.8%) where the employee has not returned to work.



Cost of Workers' Compensation per \$100 of Payroll

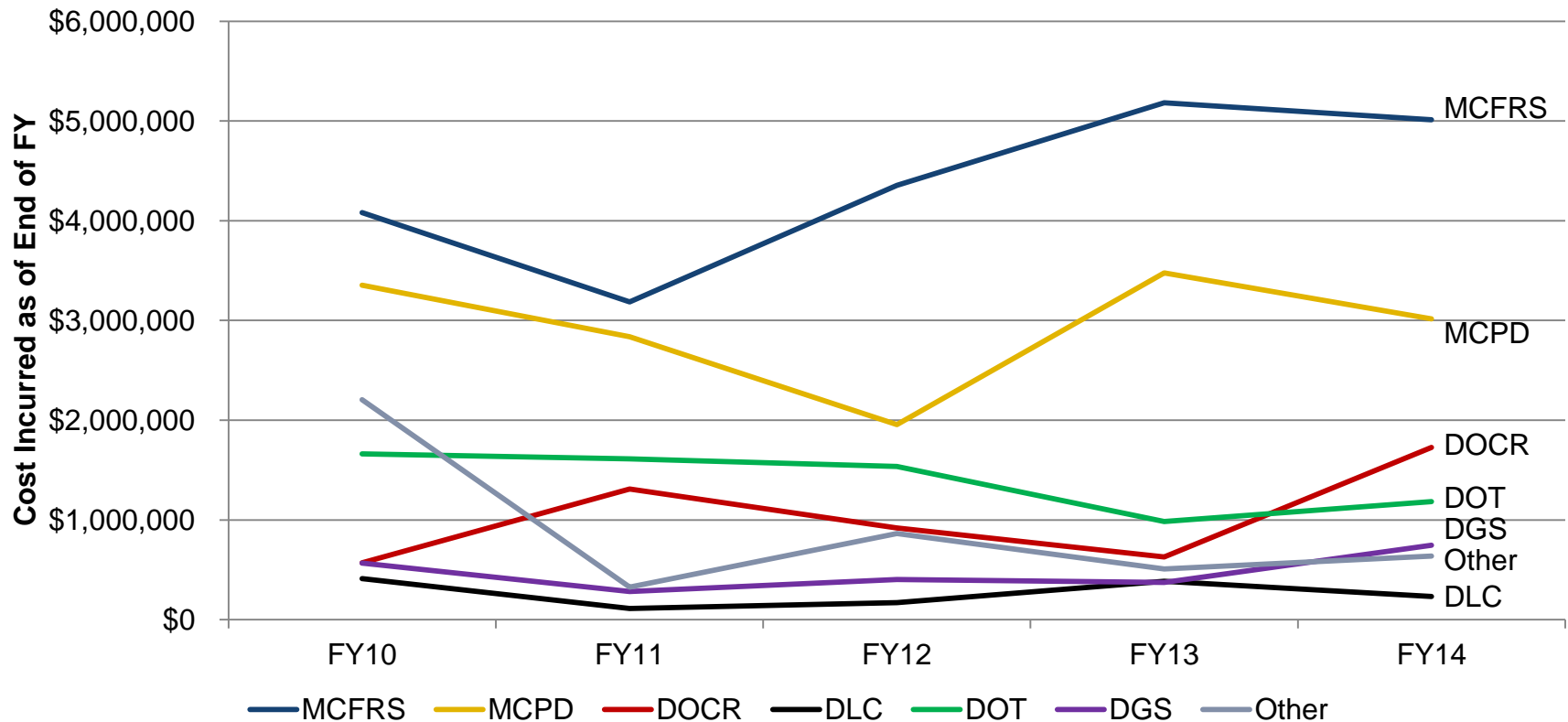


	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15	FY16	FY17
Results	\$2.76	\$2.64	\$2.29	\$2.55	\$2.87	\$3.12	\$3.05	\$3.16	\$3.18			
Projections						\$2.95	\$3.32	\$3.46	\$2.80	\$3.09	\$3.22	\$3.37

From FY08 to FY11, workers' compensation costs per \$100 of payroll rose by 36%. Since FY11, costs have risen by 2%. Risk Management projects a 6% increase by FY17.



Workers' Compensation Costs Incurred by Dept. FY10-FY14*



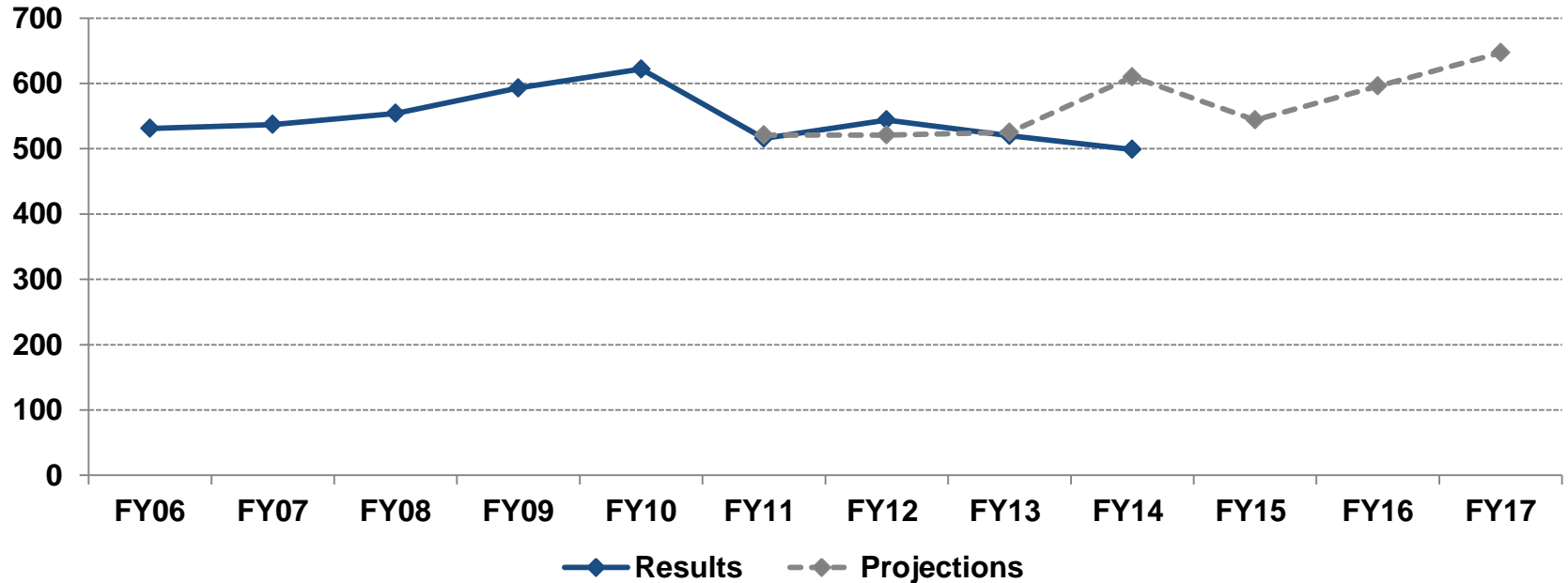
Across MCG, incurred costs rose by 9% from FY13 to FY14.
Police and FRS comprised 64% of all workers' compensation costs incurred in FY14.

*Incurred = Total Paid + Outstanding Reserves

Source: Risk Management Quarterly Loss Reports. Costs incurred are as of the close of each fiscal year.



Number of Cases Resulting in Lost Work Time



	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15	FY16	FY17
Results	531	537	554	593	622	516	544	520	499			
Projections						521	521	525	610	544	596	647

Workers' compensation cases that resulted in lost time decreased 4% from FY13 to FY14.



Benchmark: Incidence Rate for Lost Time Injuries (1/3)

- The Bureau of Labor Statistics tracks the incidence rate for nonfatal occupational injuries and illnesses involving days away from work using the following formula:

$$\left(\frac{N}{EH} \right) \times 20,000,000$$

Where N = Number of injuries and illnesses

EH = Total hours worked by all employees

20,000,000 = base hours for 10,000 equivalent full-time workers

- Using lost time data from Risk Management and payroll data from Finance, CountyStat was able to make comparisons of the County's injury rate to that of local governments nationwide



Sources: Risk Management and [BLS](#)

Benchmark: Incidence Rate for Lost Time Injuries (2/3)

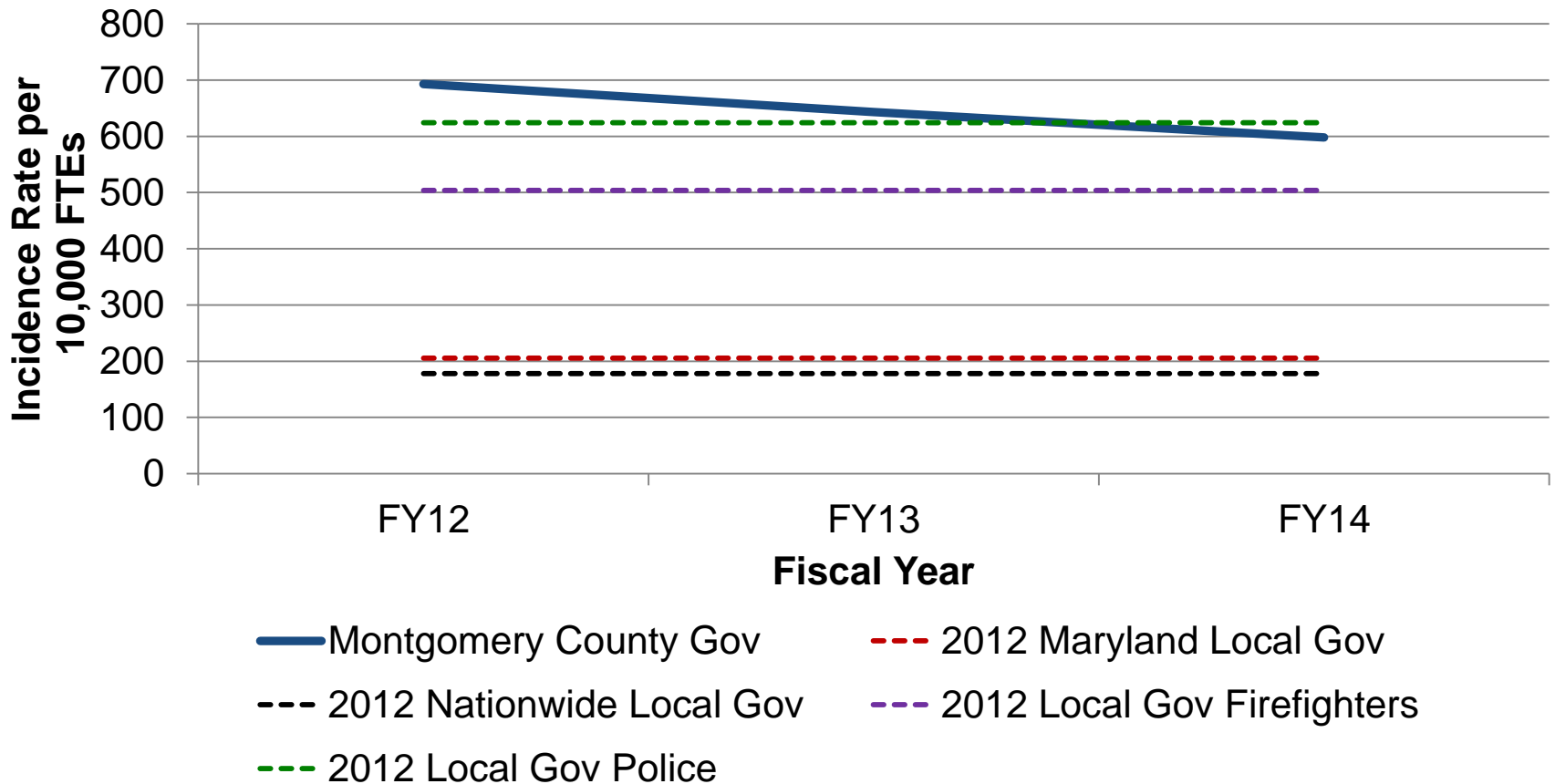
	FY12	FY13	FY14
MCG Lost Time Injuries	544	520	499
Total Hours Worked by Paid Employees*	15,226,845	15,645,421	16,183,303
Total Hours Worked by Volunteer Firefighters**	478,132	530,363	500,087
Total Hours Worked	15,704,977	16,175,784	16,683,390
Incidence Rate per 10,000 FTEs	693	643	598

*Includes the following pay codes: OT GD25 Above, Overtime 0_5x, Overtime Lunch, Overtime Pay, and Regular Pay

**Source: MCFRS Division of Volunteer Services



Benchmark: Incidence Rate for Lost Time Injuries (3/3)



Montgomery County Government's lost time incidence rate was nearly three times the Maryland average. However, the concentration of public safety units within MCG skews the comparison. When MCG was compared to police and firefighters working for local governments, MCG's incidence rate was more in line with nationwide averages.



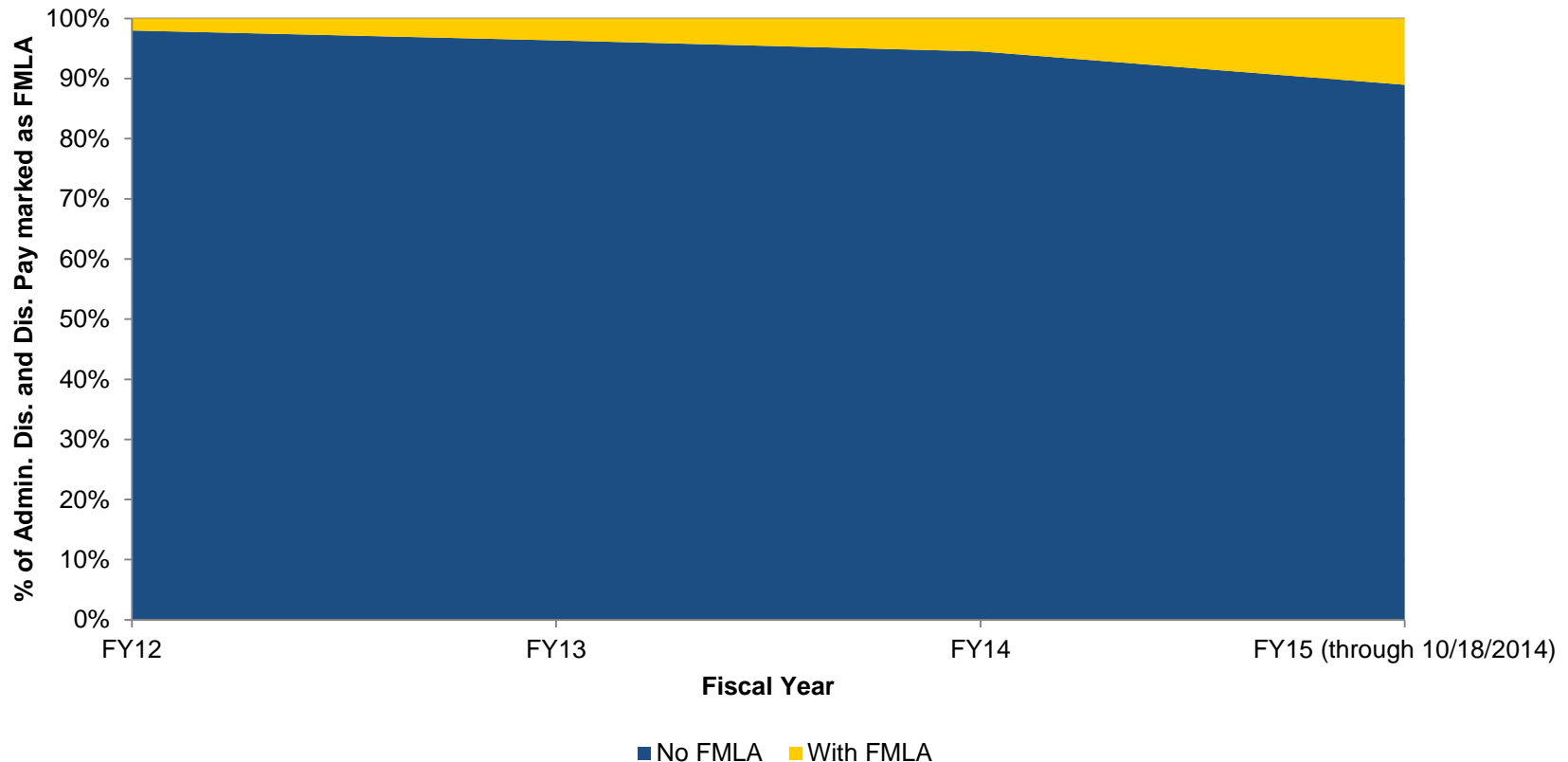
Sources: Risk Management, [US Bureau of Labor Statistics](#)

Section 2

CONCURRENCE OF FMLA WITH WORKERS' COMP.



Running FMLA Concurrently with Admin. Disability and Disability Leave (July 2011 – October 2014)



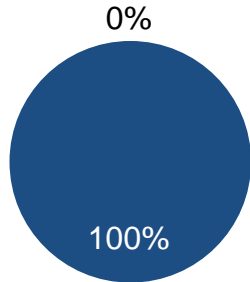
The percentage of hours of admin. disability and disability pay run concurrently with FMLA has increased from 2% in FY12 to 11% in the first 8 pay periods in FY15.



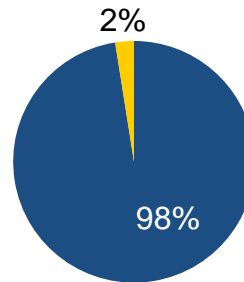
Note: Only includes hours worked for Full-time, Regular County employees
Workers' Compensation Update

FY14-FY15 (1st 8 Pay Periods) FMLA Utilization by Dept.

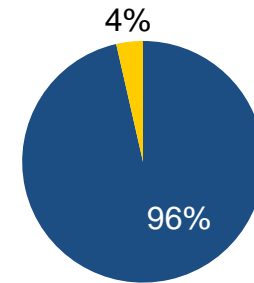
MCFRS



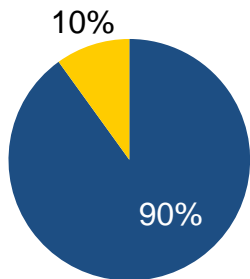
MCPD



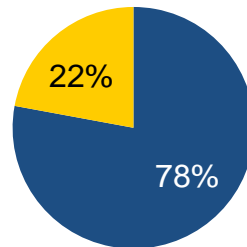
DOT



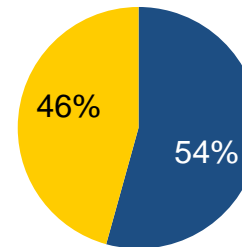
DLC



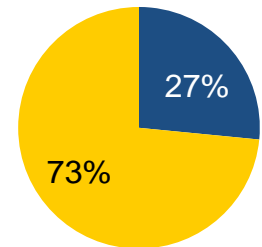
DOCR



DGS



SHF



No FMLA



With FMLA

The concurrence of FMLA with admin. disability and disability pay varies widely throughout the County. MCFRS recorded 0% FMLA with disability while the Sheriff's Office recorded 73% concurrence with FMLA.



Note: Only includes hours worked for Full-time, Regular County employees

Workers' Compensation
Update

22

11/12/2014

Moving between Admin. Disability and Full Disability

- **Administrative disability, with or without FMLA, is only to be used between the time of the initial injury and the determination of an occupational disability by Risk Management**
 - If an employee is to receive salary continuation due to an occupational injury, the employee should use the “Disability Pay” pay code
- **For FY14, 665 full-time, regular MCG employees recorded some amount of administrative disability**
 - Of those 665 employees, only 11 (2%) also recorded disability pay in FY14

To ensure proper tracking and recording of time spent on disability, supervisors in charge of approving timecards should be reminded about how to properly record disability in MCTime.



Section 3

FY14 ACTION PLANS AND INJURY DATA



Collapse of Injury Categories by CountyStat

- **Because of the similarities between categories, CountyStat combined the following:**
- **Injury Sources:**
 - **Motor Vehicle:** collision or sideswipe with another vehicle, collision with a fixed object, motor vehicle, NOC – motor vehicle, vehicle upset overturned or jackknifed
 - **Lifting, Handling, or Carrying:** holding or carrying, lifting, object being lifted or handled- cut, puncture, object being lifted or handled- striking, object being lifted or handled- struck, object handled, object handled by others
 - **Machine or Tools:** hand tool or machine in use, hand tool/utensil not powered, machine or machinery, moving part of machine, moving parts of machine, powered hand tool appliance, using tool or machinery
 - **Other:** none recorded, N/A source code not required, captured data, other – code not listed, other-NOC
- **Nature of Injury**
 - **Other:** none recorded, Other – Code not listed, All other cumulative injury, NOC, all other occupational disease injury, NOC, all other specific injuries, NOC
- **Body Part Injured**
 - **Other:** insufficient information, not applicable/none, not coded, other – code not listed, insufficient info to properly identify












Injury Claims: Department Data Trends (1/2)

Department	Injury Frequency* (as of 6/30)			Injury Severity (FY14 costs incurred as of 6/30)		
	FY13 Total	FY14 Total	% Change	FY13 Total	FY14 Total	% Change
Mont. Co. Gov't	1,572	1,751	↓ +11%	\$11,537,906	\$12,554,369	↓ +9%
MCFRS	543	586	↓ +8%	\$5,181,587	\$5,010,790	↔ -3%
MCPD	468	474	↔ +1%	\$3,475,866	\$3,016,112	↑ -13%
DOCR	125	123	↔ -2%	\$629,614	\$1,726,044	↓ +174%
DLC	58	69	↓ +19%	\$385,461	\$233,569	↑ -39%
DOT	154	173	↓ +12%	\$984,487	\$1,183,298	↓ +20%
DOT-Transit	100	93	↑ -7%	\$721,186	\$434,105	↑ -40%
DGS	72	120	↓ +67%	\$372,781	\$745,514	↓ +100%
DGS-Fleet	55	105	↓ +90%	\$215,995	\$603,271	↓ +179%



*Includes indemnity, medical, and record only claims made as of the end of each fiscal year

Injury Claims: Department Data Trends (2/2)*

Department	% Change in WC Costs Incurred from FY13 to FY14	FY14 Top 2 Injury Sources	FY14 Top 2 "Nature of Injury"	FY14 Top 2 Injured Body Parts
Mont. Co. Gov't	 +9%	Lifting, Handling, Carrying; Strain or Injury	Strain; Sprain	Knee; Lower Back Area
MCFRS	 -3%	Lifting, Handling, Carrying; Strain or Injury	Strain; Other; Sprain	Lower Back Area; Shoulder(s)
MCPD	 -13%	Motor Vehicle; Strain or Injury	Strain; Inflammation	Knee; Shoulder(s)
DOCR	 +174%	Lifting, Handling, Carrying; Pushing or Pulling	Strain; Sprain	Knee; Multiple Body Parts
DLC	 -39%	Lifting, Handling, Carrying; Motor Vehicle	Strain; Contusion	Lower Back Area; Knee
DOT	 +20%	Motor Vehicle; On Same Level	Strain; Sprain	Knee; Shoulder(s)
<i>DOT-Transit</i>	 -40%	Motor Vehicle; Twisting	Strain; Inflammation	Knee; Shoulder(s)
DGS	 +100%	Lifting, Handling, Carrying; Strain or Injury	Strain; Multiple Physical Injuries	Shoulder(s); Knee
<i>DGS-Fleet</i>	 +179%	Lifting, Handling, Carrying; Strain or Injury	Strain; Multiple Physical Injuries	Shoulder(s); Upper Arm

Lifting, handling, or carrying accidents were a common source of injury in FY14 across the County. This injury source represented 13% of all injuries and 18% of incurred costs.

*All data are based on the costs incurred on claims made in FY13 and FY14

NOC = Not Otherwise Classified



Summary of Department's FY14 Action Plans

■ MCFRS

- Focus on safe lifting techniques through academy and in-service trainings, monthly safety messages
- Using injury investigation data to act on the specific causes of injury
- Potentially purchase power lift cots

■ MCPD

- Monthly reviews of all car crashes in the Collision Review Committee (CRC)
- CRC reviews result in taking remedial actions as necessary
- Focused safe driving in the academy and in-service training

■ DOCR

- New position within the HR section to focus on injury prevention and intensive case management
- Follow the recently improved Risk Management safety plan
- Further evaluate all use of force situations in an expanded format

■ DOT Transit

- 2 new safety managers for each bus depot
- Rewards for safety
- Supervisors are required to perform and document five observations each month and managers are required a minimum of two observations each month

■ DLC

- CountyStat returned Liquor Control's action plan for revision

■ DGS

- Facilities: bi-annual training on body mechanics and use of safety shoes
- Fleet: daily toolbox talks, monthly group safety meetings, and monthly safety committee meetings to identify and remedy injury trends





In all departments' action plans, they identified regular meetings or analyses performed of injury data to target and ideally reduce specific injury causes.

Note: More details about these plans are available in the appendix.







Change in Injury Source from FY13 to FY14





MCFRS

Injury Source	Frequency	Severity
Lifting...	 -15%	 -13%
Motor Vehicle*	 -13%	 -58%





DLC

Injury Source	Frequency	Severity
Lifting...	 0%	 -38%
Motor Vehicle	 (1 -> 4)	 +80%





MCPD

Injury Source	Frequency	Severity
Motor Vehicle	 +9%	 -26%
On Same Level*	 -12%	 -76%





DOT

Injury Source	Frequency	Severity
Motor Vehicle	 0%	 -45%
Falling/Flying Object*	 (4 -> 5)	 -46%

DOCR

Injury Source	Frequency	Severity
On Stairs*	 (2 -> 3)	 -95%
Stationary Object*	 -38%	 +159%

DGS

Injury Source	Frequency	Severity
Motor Vehicle*	 0%	 +180%
Lifting...	 -33%	 -16%





Each department showed improvement in at least one of their top two injury sources.







*Not a top two injury source in FY14

Change in Nature of Injury from FY13 to FY14





MCFRS

Injury Nature	Frequency	Severity
Strain	 +1%	 -22%
Sprain*	 +17%	 -58%





DLC

Injury Nature	Frequency	Severity
Strain	 -5%	 -61%
Hernia*, **	 0%	 0%





MCPD

Injury Nature	Frequency	Severity
Strain	 +17%	 -9%
Sprain*	 -7%	 -50%





DOT

Injury Nature	Frequency	Severity
Strain	 +28%	 -25%
Sprain	 -33%	 -0.3%

DOCR

Injury Nature	Frequency	Severity
Strain	 +11%	 +154%
Sprain	 +75%	 +219%

DGS

Injury Nature	Frequency	Severity
Strain	 +22%	 +38%
Contusion*	 -14%	 +31%





MCFRS, MCPD, DLC, and DOT saw improvements in the severity of strains from FY13.







*Not a top two injury source in FY14. **No hernias recorded in either FY.

Change in Body Part Injured from FY13 to FY14





MCFRS

Body Part	Frequency	Severity
Lower Back	 -6%	 -1%
Shoulder(s)	 -6%	 -17%





DLC

Body Part	Frequency	Severity
Lower Back	 +100%	 -10%
Knee	 +33%	 -24%





MCPD

Body Part	Frequency	Severity
Knee	 +11%	 +4%
Shoulder(s)	 +107%	 +44%





DOT

Body Part	Frequency	Severity
Lower Back*	 -21%	 -34%
Shoulder(s)	 +7%	 +18%

DOCR

Body Part	Frequency	Severity
Lower Back*	 +13%	 +80%
Shoulder(s)*	 -11%	 +139%

DGS

Injury Nature	Frequency	Severity
Shoulder(s)	 -22%	 +18%
Knee	 -22%	 +431%

4 out of 6 departments were steady or improving in at least one of their top body parts injured between FY13 and FY14.



*Not a top two injury source in FY14.

FY13 and FY14 Lifting Injuries – Top Ten Body Parts Injured*

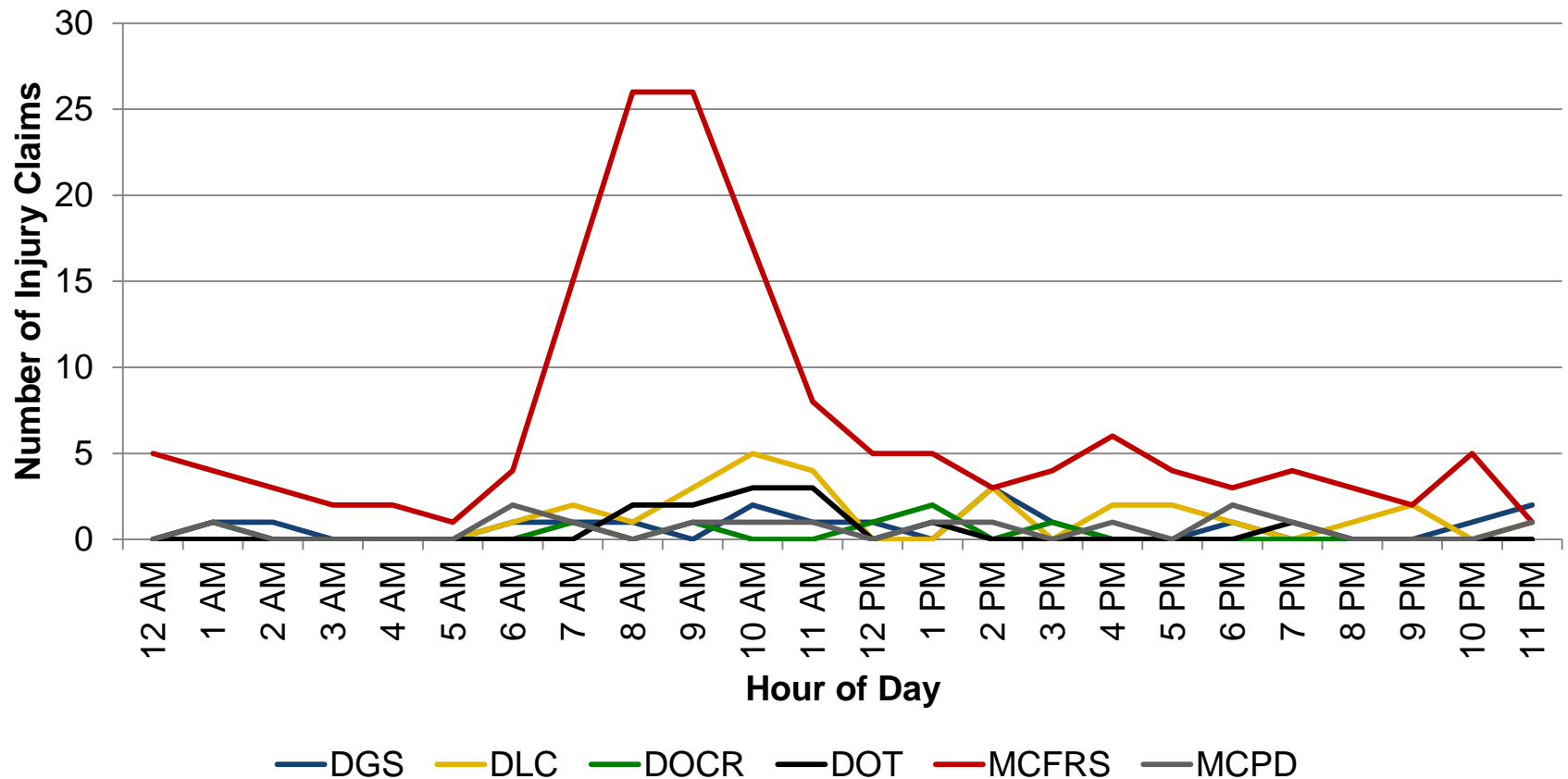
Body Part	Injury Frequency (as of 6/30)		Injury Severity (FY14 costs incurred as of 6/30)	
	Total	% of FY14 Total	Total	% of FY14 Total
Lower Back Area	115	47%	\$1,493,865	46%
Shoulder(s)	40	16%	\$723,578	22%
Abdomen	16	7%	\$313,564	10%
Multiple Body Parts	3	1%	\$124,983	4%
Upper Back Area	12	5%	\$114,379	4%
Knee	6	2%	\$94,613	3%
Lower Arm	8	3%	\$88,075	3%
Upper Arm	3	1%	\$76,113	2%
Elbow	9	4%	\$59,778	2%
Lumbar and/or Sacral Vertebrae	3	1%	\$43,170	1%

For lifting claims, 64% of costs incurred were for lower back area and shoulder



*Only includes DGS, DLC, DOCR, DOT, MCFRS, and MCPD

FY13 and FY14 Lifting Injuries – Time of Day*

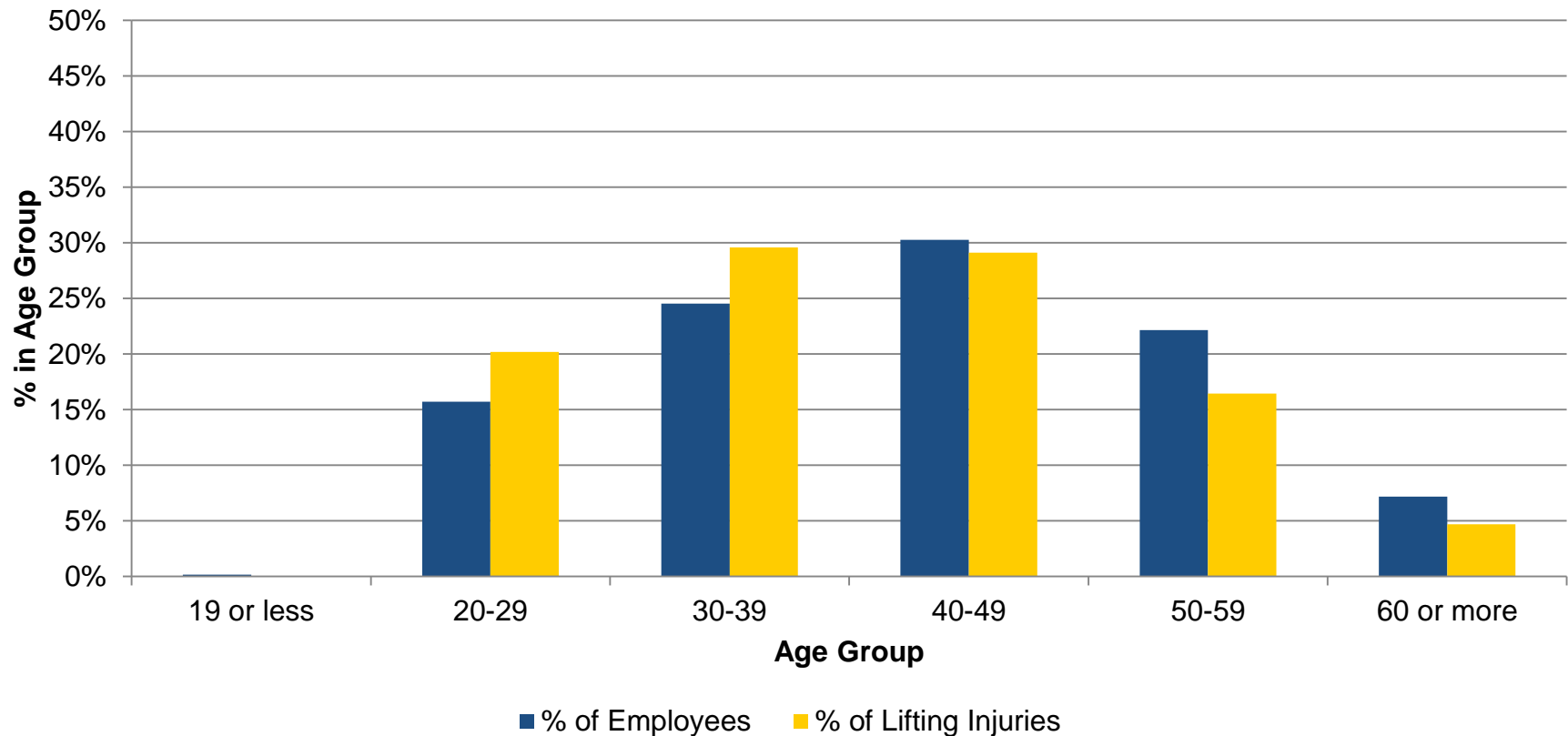


As with other injuries in the County, lifting injuries tend to occur in the early morning hours. 57% of lifting injuries in FY13 and FY14 for the departments shown occurred between 7AM and noon. MCFRS, DLC, and DOT showed the strongest relationship between morning hours and lifting injury claims.

*Only includes DGS, DLC, DOCR, DOT, MCFRS, and MCPD. Excluded 9 claims that had no time data or were labeled as 12:00:00AM.



FY13 and FY14 Lifting Injuries – Age



When examining lifting injuries by age, the distribution was not drastically varied from the overall workforce in the six major departments. However, the distribution of employees shown above does not account for the physical nature of the job being performed by each employee. Younger employees are more likely to be in physically demanding positions.

Sources: Claim detail report and regular assignment dashboard

*Only includes DGS, DLC, DOCR, DOT, MCFRS, and MCPD. Excludes volunteer FFs as age data were not readily available for this population.



Case Study – Using Data to Drive Down Injuries

- In Louisville, Kentucky, as part of the LouieStat performance management program, the government focused on injuries for Public Works' sanitation workers
- In LouieStat, the government found that the sanitation workers' rate of OSHA recordable injuries was at 31%, higher than comparable cities
- In response to the high recordable injury rate, Public Works began
 - Stretching prior to every shift, including administrative staff
 - Established an Accident Review Committee to create recommend preventative measures to department management
 - Modified light duty policy

By acting on injury data through changes in how work crews start their shifts and an active Accident Review Committee, Louisville's Public Works department was able to lower its OSHA recordable rate in half, from 31% to 15%, in two years.



Source: [Citylab](#)

Workers' Compensation
Update

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CountyStat

Wrap-Up

- Follow-up items



Appendix 1 – Department Specific Data

Appendix 1-A

FIRE AND RESCUE SERVICE (MCFRS)

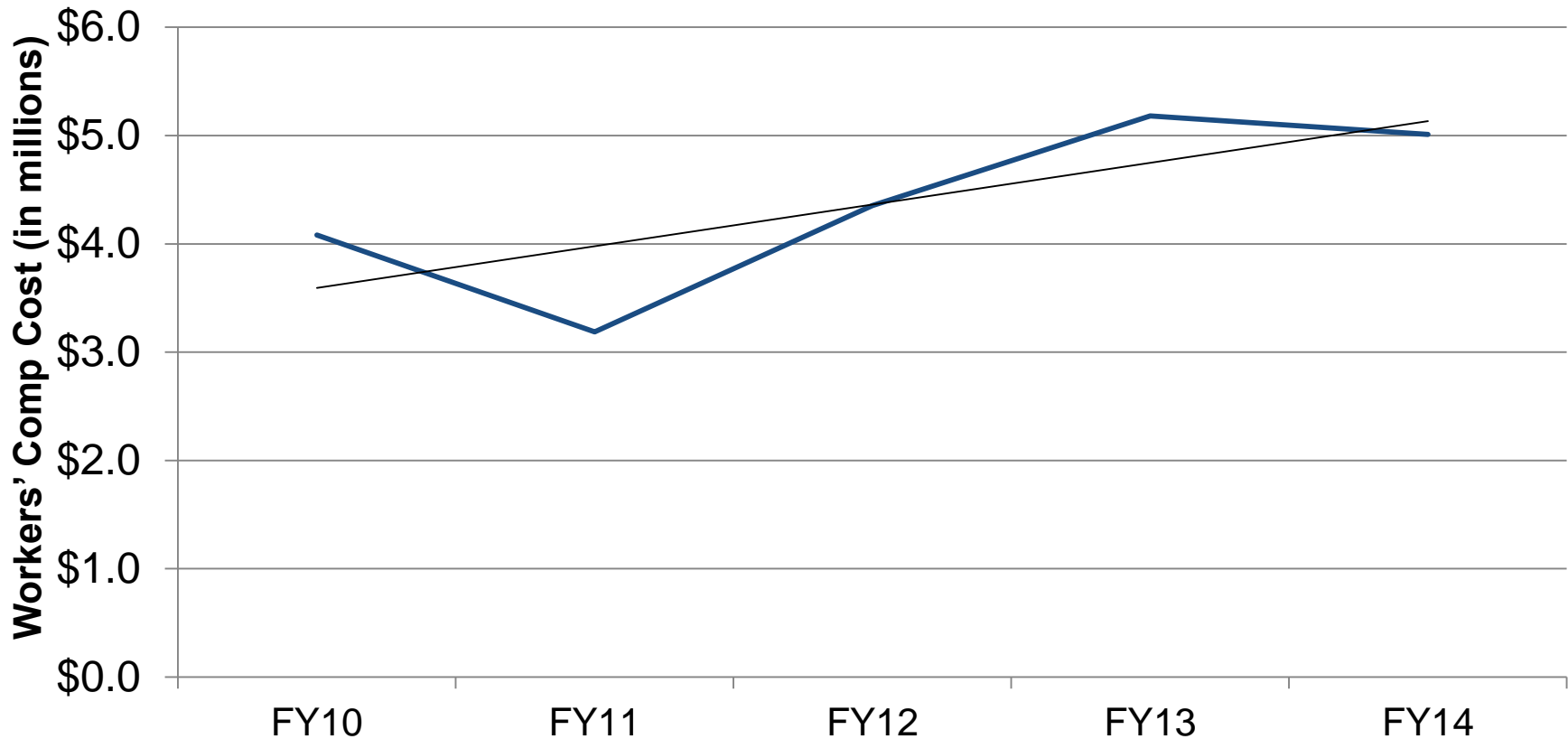


MCFRS – FY14 Injury Prevention Action Plan

- Reinforce training personnel receive in EMT class on how to properly lift.
- Reinforce training personnel receive in Fire Fighter 1 and 2 class on how to properly lift equipment.
- Provide VFIS Patient Handling class as part of station based in-service training to reduce responder injuries.
- The weekly MCFRS Safety Message will address on a monthly basis proper lifting techniques for EMS and firefighting incidents.
- Ensure MCFRS injury investigations develop corrective actions to reduce and prevent identified injuries.
- MCFRS Safety Officers will provide training that focuses on specific injuries as part of their Risk Consultations for every station and shift.
- MCFRS will consider the feasibility of purchasing power lifting cots and loading systems that reduce the amount of lifting EMS personnel must do.



MCFRS - Total WC Costs Incurred in Fiscal Year



From FY13 to FY14, incurred costs declined by 3%.



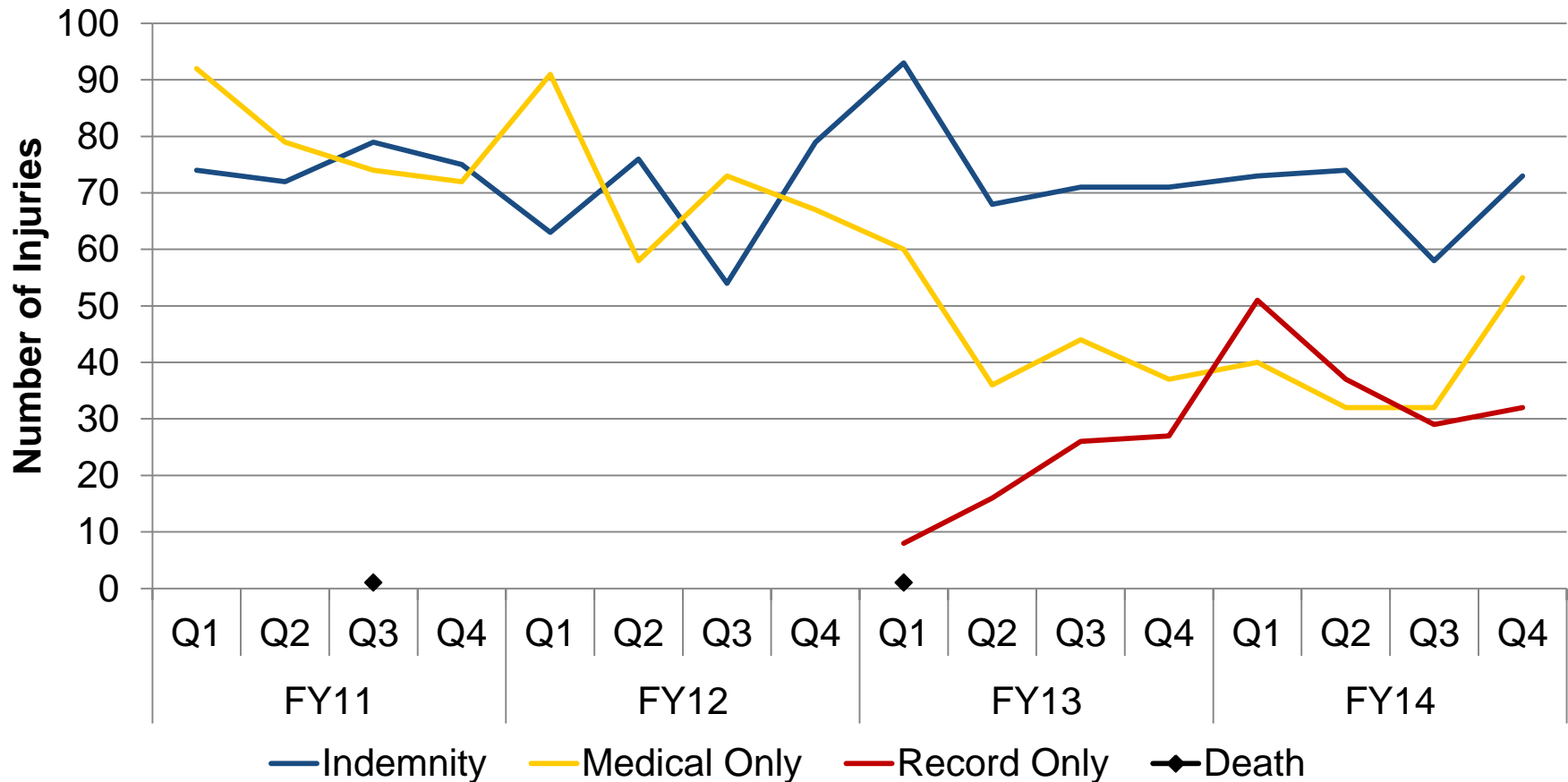
Source: Risk Management Quarterly Reports. For Claims Occurring during FY

Workers' Compensation
Update

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11/12/2014

MCFRS – Injuries by Classification from FY11-FY14



In FY13 and FY14, MCFRS averaged 73 indemnity, 43 medical, and 28 record only injuries per quarter. The rate of indemnity claims was similar to the two prior years.



Source: Risk Management Claim Detail Report.

Note that CorVel data starts in FY13

MCFRS - FY14 Top Ten Injury Sources

Injury Source	Injury Frequency (as of 6/30)			Injury Severity (FY14 costs incurred as of 6/30)		
	Total	% of FY14 Total	% Change from FY13	Total	% of FY14 Total	% Change from FY13
Lifting, Handling, or Carrying	121	21%	↑ -15%	\$1,513,993	30%	↑ -13%
NOC-Strain or Injury	75	13%	↓ +50%	\$757,938	15%	↓ +45%
Other Than Physical Cause of Injury	72	12%	↓ +112%	\$317,400	6%	↑ -7%
From Different Level (Elevation)	11	2%	↑ -39%	\$298,052	6%	↑ -17%
Pushing or Pulling	11	2%	↑ -35%	\$290,010	6%	↓ +38%
Twisting	26	4%	↓ +30%	\$285,713	6%	↓ +27%
Other	14	2%	↑ -69%	\$159,174	3%	↑ -43%
Cumulative	11	2%	↑ -21%	\$159,056	3%	↔ +2%
On Same Level	15	3%	↓ +50%	\$127,706	3%	↑ -36%
Motor Vehicle	7	1%	↑ -13%	\$103,394	2%	↑ -58%

The frequency and severity of lifting injuries declined from FY13 to FY14.



Source: Risk Management Claim Detail Report. Sorted by cost incurred.

MCFRS – FY14 Top Ten Nature of Injury

Nature of Injury	Injury Frequency (as of 6/30)			Injury Severity (FY14 costs incurred as of 6/30)		
	Total	% of FY14 Total	% Change from FY13	Total	% of FY14 Total	% Change from FY13
Strain	249	42%	↔ 1%	\$3,087,953	62%	↑ -22%
Other	54	9%	↓ +35%	\$547,846	11%	↓ +82%
Sprain	27	5%	↑ -29%	\$269,048	5%	↑ -58%
Fracture	9	2%	↓ +29%	\$121,329	2%	↓ +22%
Inflammation	9	2%	↑ -47%	\$109,719	2%	↔ +39%
Hearing Loss or Impairment	5	1%	↓ +25%	\$108,014	2%	↓ +14%
No Physical Injury	45	8%	↓ +45%	\$104,274	2%	↑ -40%
Burn	14	2%	↑ -13%	\$102,635	2%	↑ -38%
Multiple Physical Injuries Only	10	2%	↑ -17%	\$96,453	2%	↑ -59%
Laceration	34	6%	↔ 0%	\$92,035	2%	↑ -47%

Strains continue to be the most common injury in MCFRS and declined in severity from FY13.



Source: Risk Management Claim Detail Report. Sorted by cost incurred.

MCFRS – FY14 Top Ten Body Parts Injured

Body Part	Injury Frequency (as of 6/30)			Injury Severity (FY14 costs incurred as of 6/30)		
	Total	% of FY14 Total	% Change from FY13	Total	% of FY14 Total	% Change from FY13
Lower Back Area	83	14%	↑ -6%	\$1,267,302	25%	↔ -1%
Shoulder(s)	34	6%	↑ -6%	\$669,958	13%	↑ -17%
Knee	48	8%	↑ -25%	\$596,090	12%	↑ -43%
Ankle	33	6%	↑ -11%	\$292,927	6%	↔ +3%
Abdomen	16	3%	↓ +78%	\$218,920	4%	↓ +61%
Upper Back Area	18	3%	↓ +80%	\$218,125	4%	↓ +264%
Multiple Body Parts	24	4%	↔ 0%	\$155,240	3%	↑ -73%
Soft Tissue-Neck	6	1%	↓ +100%	\$146,160	3%	↓ +282%
Ear(s)	10	2%	↓ +25%	\$135,914	3%	↑ -31%
No Physical Injury	51	9%	↓ +200%	\$113,549	2%	↓ +39%

While lower back injury severity was fairly stable from FY13 to FY14, upper back injuries rose by 264%. Part of the increase may also be due to better coding of back injuries.



Source: Risk Management Claim Detail Report.

Appendix 1-B

POLICE (MCPD)

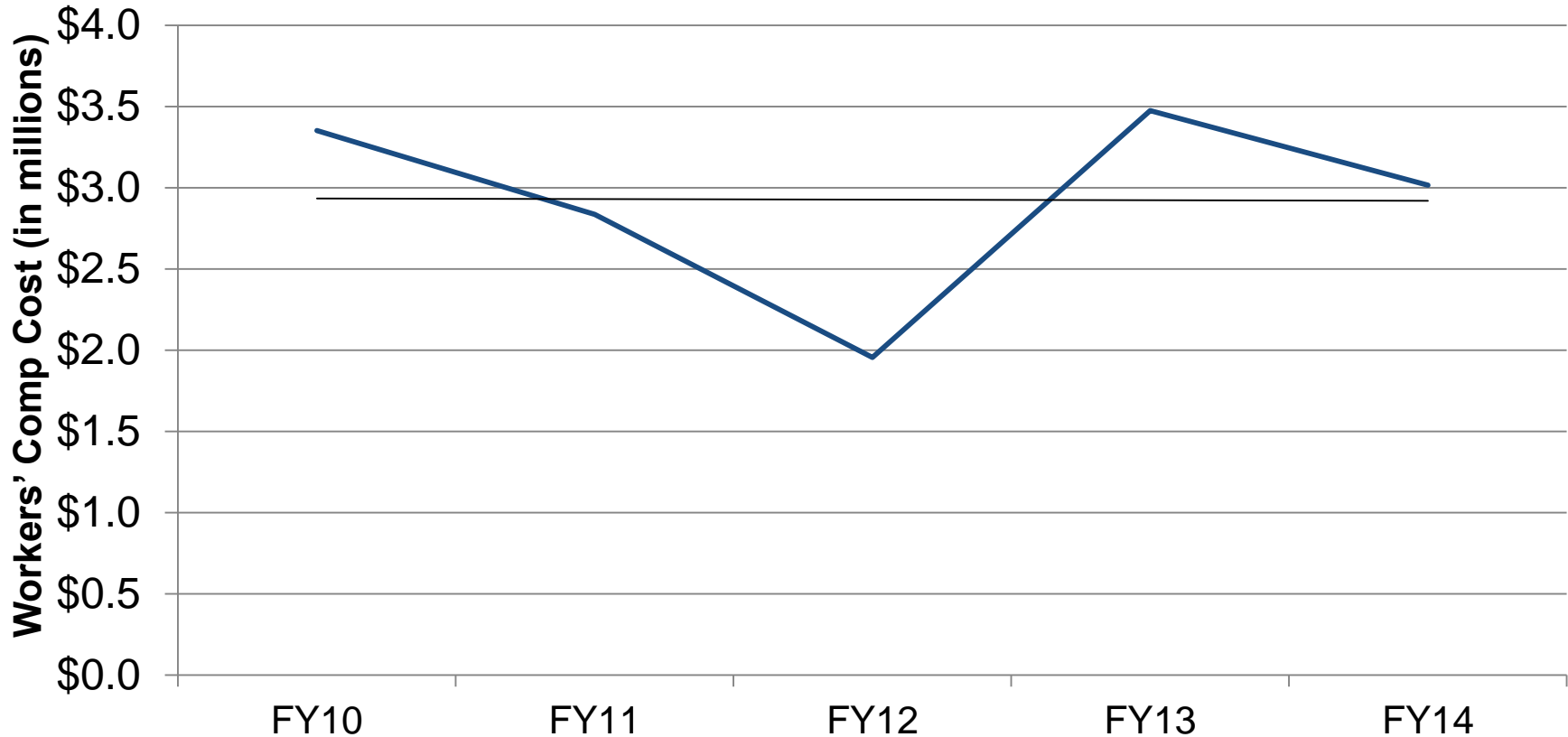


MCPD – FY14 Injury Prevention Action Plan

- **Effective December 1, 2013, the Collision Review Committee (CRC) will meet monthly until all FY 2013 and to-date FY 2014 collisions involving police department employees are reviewed and recommendations made.**
- **The CRC will produce a monthly report indicating the top causes for the collisions and any remedial action required to correct any performance necessary to prevent future conditions. This is driver specific but it should have a larger impact due to action taken and pressure to avoid remedial training.**
- **We will increase awareness of driving safety through up-dates in our Recruit Training and Field Training, since the majority of patrol officers are younger less-experienced drivers. We will also add a block to our required in-service training to address driving safety; this training is annual and required of all officers.**



MCPD – Total WC Costs Incurred in Fiscal Year

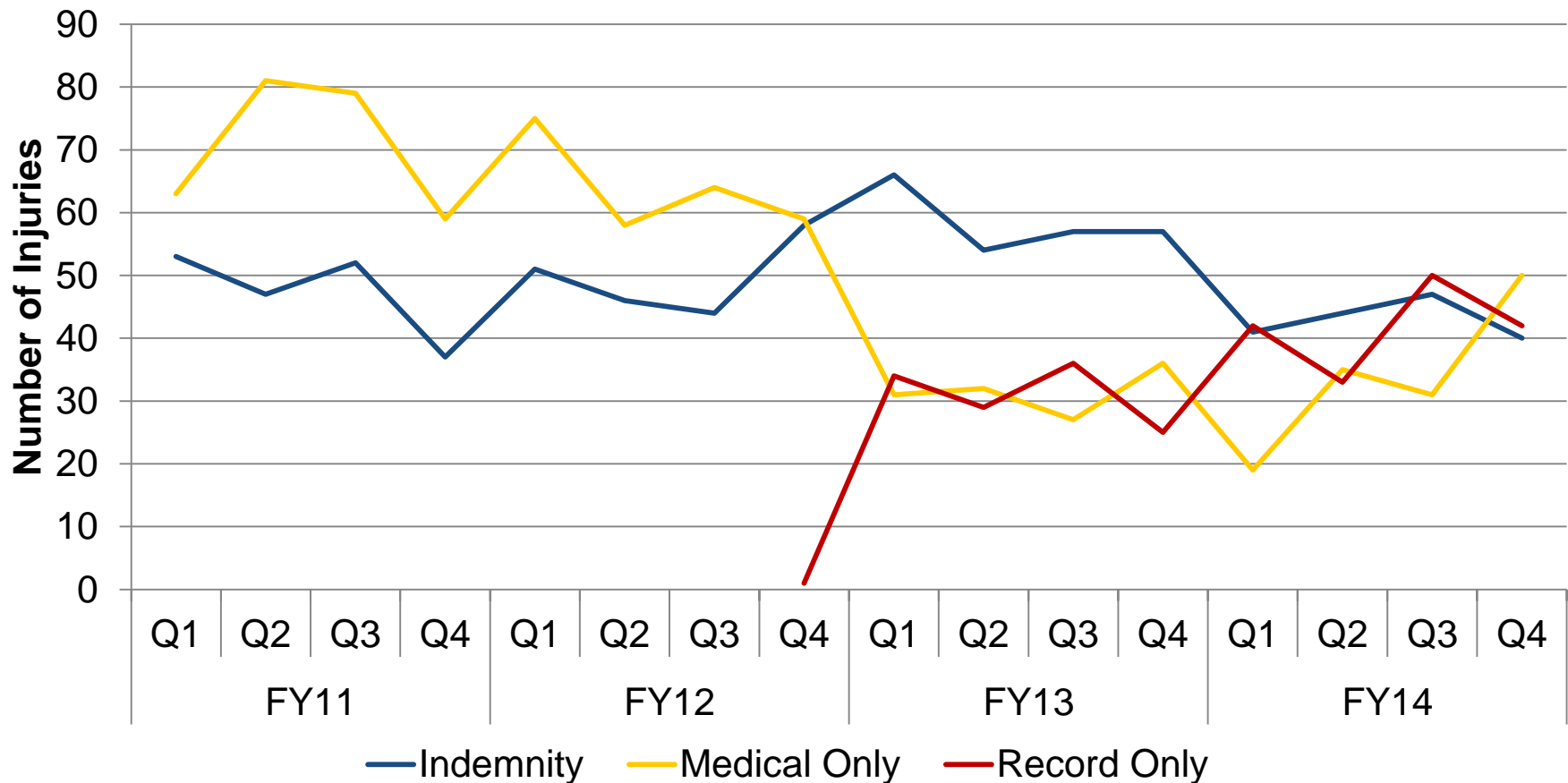


Incurring costs decreased 13% from FY13 to FY14.



Source: Risk Management Quarterly Reports. For Claims Occurring during FY

MCPD – Injuries by Classification from FY11-FY14



From FY11 through FY13, MCPD averaged 52 indemnity claims per quarter. In FY14, the average indemnity claim per quarter dropped to 43.



Source: Risk Management Claim Detail Report.

Note that CorVel data starts in FY13

MCPD – FY14 Top Ten Injury Sources

Injury Source	Injury Frequency (as of 6/30)			Injury Severity (FY14 costs incurred as of 6/30)		
	Total	% of FY14 Total	% Change from FY13	Total	% of FY14 Total	% Change from FY13
Motor Vehicle	61	13%	↓ +9%	\$740,967	25%	↑ -26%
Strain or Injury	56	12%	↓ +24%	\$551,160	18%	↓ +44%
Person in Act of a Crime	43	9%	↓ +13%	\$330,931	11%	↑ -15%
NOC-Fall, Slip, or Trip Injury	18	4%	↔ 0%	\$210,539	7%	↓ +43%
Pushing or Pulling	13	3%	↓ +160%	\$164,444	5%	↓ +233%
Twisting	26	5%	↓ +37%	\$146,147	5%	↑ -41%
On Ice or Snow	17	4%	↓ +325%	\$141,236	5%	↓ +655%
Lifting, Handling, or Carrying	28	6%	↑ -26%	\$80,588	3%	↑ -62%
On Same Level	23	5%	↑ -12%	\$72,505	2%	↑ -76%
Jumping	2	0%	↓ *	\$63,245	2%	↓ *

Motor vehicle claims accounted for 25% of costs incurred in FY14 but decreased in severity from FY13.



Source: Risk Management Claim Detail Report. *= No FY13 Claims or Costs

MCPD – FY14 Top Ten Nature of Injury

Nature of Injury	Injury Frequency (as of 6/30)			Injury Severity (FY14 costs incurred as of 6/30)		
	Total	% of FY14 Total	% Change from FY13	Total	% of FY14 Total	% Change from FY13
Strain	188	40%	↓ +17%	\$1,463,661	49%	↑ -9%
Inflammation	24	5%	↑ -11%	\$328,599	11%	↓ +83%
Multiple Physical Injuries	30	6%	↑ -6%	\$280,536	9%	↑ -33%
Fracture	6	1%	↑ -50%	\$241,772	8%	↔ -2%
Sprain	25	5%	↑ -7%	\$166,832	6%	↑ -50%
Concussion	6	1%	↔ 0%	\$126,811	4%	↓ +90%
Laceration	49	10%	↔ -4%	\$88,937	3%	↑ -64%
Contusion	36	8%	↑ -8%	\$73,991	2%	↑ -74%
Other	32	7%	↑ -35%	\$73,628	2%	↑ -65%
Rupture	1	0.2%	↑ -50%	\$48,486	2%	↑ -62%

The incurred cost for strains in MCPD was down from FY13, but inflammation was up 83%.



Source: Risk Management Claim Detail Report.

MCPD – FY14 Top Ten Body Parts Injured

Body Part	Injury Frequency (as of 6/30)			Injury Severity (FY14 costs incurred as of 6/30)		
	Total	% of FY14 Total	% Change from FY13	Total	% of FY14 Total	% Change from FY13
Knee	60	13%	↓ +11%	\$552,637	18%	↔ +4%
Shoulder(s)	31	7%	↓ +107%	\$465,323	15%	↓ +44%
Ankle	19	4%	↑ -17%	\$227,721	8%	↑ -12%
Multiple Body Parts	38	8%	↑ -25%	\$202,370	7%	↑ -69%
Lower Back Area	33	7%	↑ -6%	\$185,470	6%	↑ -51%
Multiple Trunk	2	0.4%	↑ -71%	\$158,590	5%	↔ +3%
Elbow	18	4%	↓ +38%	\$141,980	5%	↓ +127%
Brain	4	1%	↓ +100%	\$129,478	4%	↓ +18,697%
Multiple Upper Extremities	11	2%	↑ -50%	\$110,606	4%	↑ -55%
Hand	36	8%	↑ -20%	\$86,096	3%	↑ -57%

The frequency and severity of shoulder injuries were up from FY13.



Source: Risk Management Claim Detail Report.

Appendix 1-C

CORRECTION AND REHABILITATION SERVICES (DOCR)

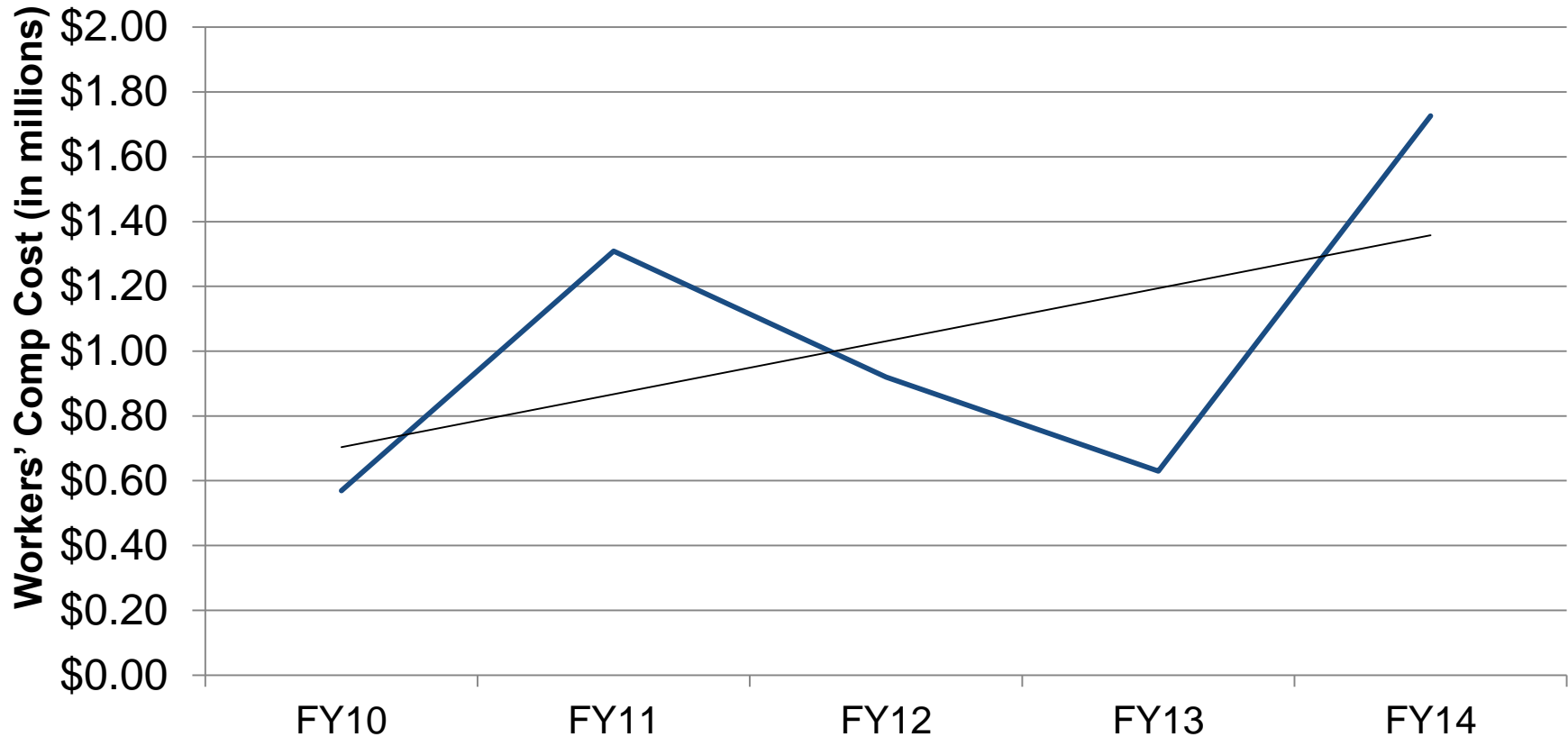


DOCR – FY14 Injury Prevention Action Plan

- Further refine injury work session conducted regularly by DOCR – these sessions have been commended by Workers' Compensation, but greater specificity and swift attention will increase their value.
- Follow the recently improved Risk Management safety plan – greater collaboration with Risk Management.
- Further evaluate all use of force situations in an expanded format (all are reviewed now) with greater use of cameras, discussions, written reports and focused discussion. It must be noted that for a maximum security Jail system (MCCF and MCDC) use of force is very small based on already implemented strategies of interpersonal communications, pyramid of force situations and staff training on de-escalation to diminish use of force situations from their inception.
- Warden's message and Shift Roll Call Training will reinforce need for corrective actions and attention to detail to diminish identified injuries.
- Every LMRC session with MCGEO will contain supportive information on risk and injury reduction issues, strategies and collaborative training opportunities – priority in all labor relations situations.
- New position within the HR section approved for FY14 will maintain a focus on injury prevention and strategies to achieve same and intensive case management – it is hoped that this position will be filled by the end of the calendar year, 2013.



DOCR – Total WC Costs Incurred in Fiscal Year

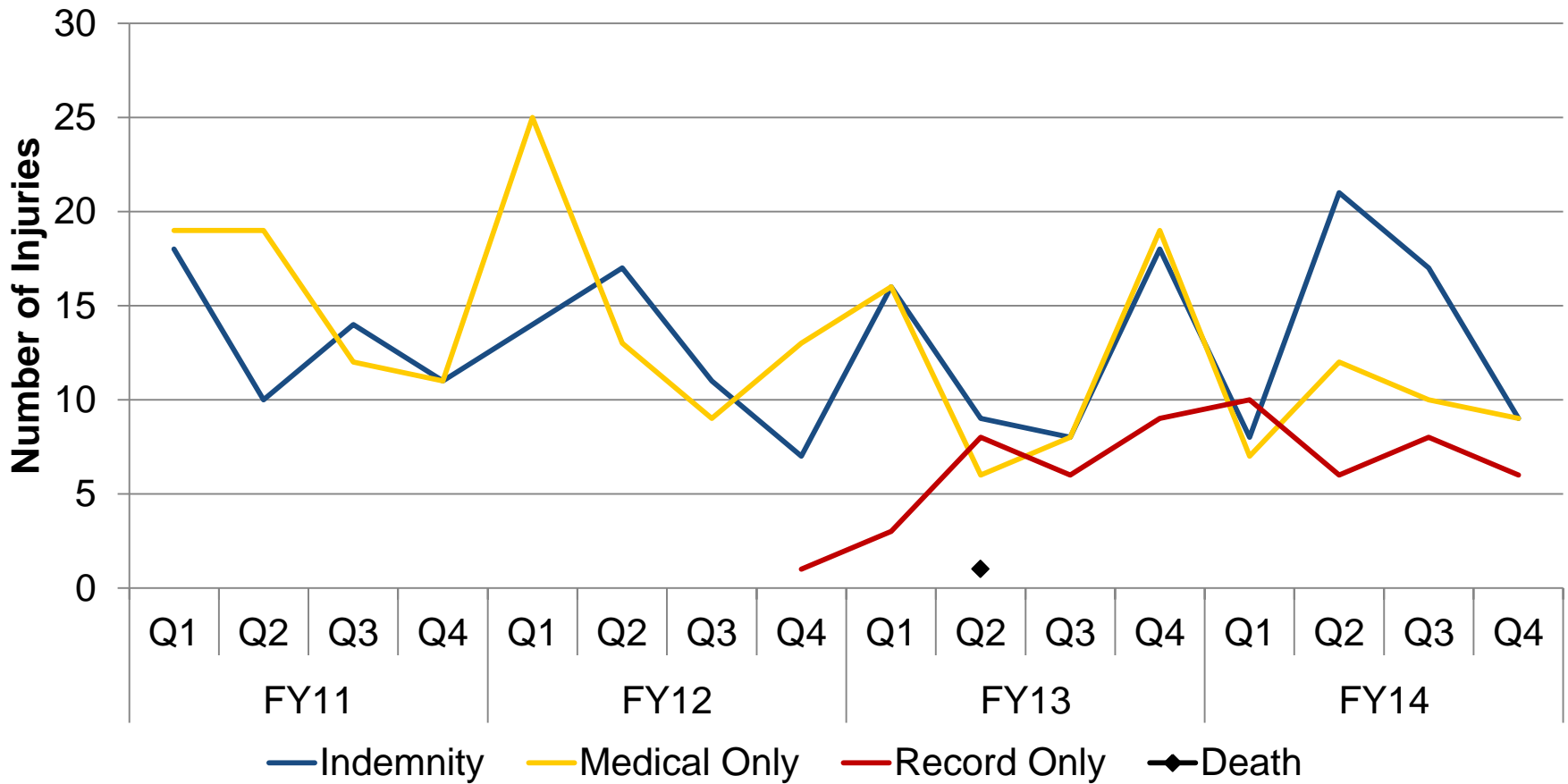


Incurred costs jumped 174% from FY13 to FY14.



Source: Risk Management Quarterly Reports. For Claims Occurring during FY

DOCR – Injuries by Classification from FY11-FY14



From FY11 to FY13, DOCR averaged 12.75 indemnity claims per quarter. FY14 was slightly above the three year average at 13.75 claims per quarter.



Source: Risk Management Claim Detail Report.

Note that CorVel data starts in FY13

DOCR – FY14 Top Ten Injury Sources

Injury Source	Injury Frequency (as of 6/30)			Injury Severity (FY14 costs incurred as of 6/30)		
	Total	% of FY14 Total	% Change from FY13	Total	% of FY14 Total	% Change from FY13
Lifting, Handling, or Carrying	14	11%	↑ -22%	\$246,689	14%	↓ +81%
Pushing or Pulling	7	6%	↓ +40%	\$201,628	12%	↓ +695%
NOC-Strain or Injury By	9	7%	↑ -18%	\$141,530	8%	↓ +106%
On Same Level	7	6%	↑ -22%	\$128,972	7%	↓ +157%
Other	4	3%	↑ -20%	\$103,496	6%	↓ +120%
Broken Glass	1	1%	↓ *	\$99,173	6%	↓ *
Slipped, Did Not Fall	3	2%	↓ +200%	\$94,394	5%	↓ *
From Liquid or Grease Spills	4	3%	↑ -20%	\$89,296	5%	↓ +136%
On Ice or Snow	8	7%	↓ +300%	\$80,017	5%	↓ *
Stationary Object	5	4%	↑ -38%	\$79,029	5%	↓ +159%

The costs incurred in FY14 were up for all the top ten injury sources.



Source: Risk Management Claim Detail Report. *= No FY13 Claims or Costs

DOCR – FY14 Top Ten Nature of Injury

Nature of Injury	Injury Frequency (as of 6/30)			Injury Severity (FY14 costs incurred as of 6/30)		
	Total	% of FY14 Total	% Change from FY13	Total	% of FY14 Total	% Change from FY13
Strain	52	42%	↓ +11%	\$994,045	58%	↓ +154%
Sprain	7	6%	↓ +75%	\$201,514	12%	↓ +219%
Contusion	15	12%	↑ -44%	\$102,032	6%	↑ -24%
Vision Loss	1	1%	↓ *	\$99,173	6%	↓ *
Inflammation	4	3%	↑ -33%	\$64,094	4%	↓ +94%
Concussion	2	2%	↓ +100%	\$60,986	4%	↓ +426%
Crushing	2	2%	↓ +100%	\$46,320	3%	↓ +30,392%
Multiple Physical Injuries	4	3%	↑ -43%	\$46,028	3%	↑ -38%
Dislocation	1	1%	↔ 0%	\$40,410	2%	↓ +425%
Other	10	8%	↓ +43%	\$31,558	2%	↓ +99%

While there are a variety of sources for injuries, the majority were due to a strain in DOCR.



Source: Risk Management Claim Detail Report. * = No FY13 Claims or Costs

DOCR – FY14 Top Ten Body Parts Injured

Body Part	Injury Frequency (as of 6/30)			Injury Severity (FY14 costs incurred as of 6/30)		
	Total	% of FY14 Total	% Change from FY13	Total	% of FY14 Total	% Change from FY13
Knee	17	14%	-15%	\$464,448	27%	+104%
Multiple Body Parts	11	9%	+38%	\$287,641	17%	+162%
Shoulder(s)	8	7%	-11%	\$193,218	11%	+139%
Eyes	2	2%	-60%	\$147,763	9%	+5,380%
Lower Back Area	9	7%	+13%	\$113,050	7%	+80%
Soft Tissue-Head	8	7%	+60%	\$87,419	5%	+641%
Ankle	7	6%	*	\$63,375	4%	*
Body Systems and Multiple Body Parts	3	2%	*	\$61,694	4%	*
Abdomen	4	3%	0%	\$55,696	3%	+8,774%
Upper Leg	3	2%	+50%	\$49,291	3%	*

While the frequency of knee injuries was down from FY13, the severity was up 104%.



Source: Risk Management Claim Detail Report. *= No FY13 Claims or Costs

Appendix 1-D

LIQUOR CONTROL (DLC)

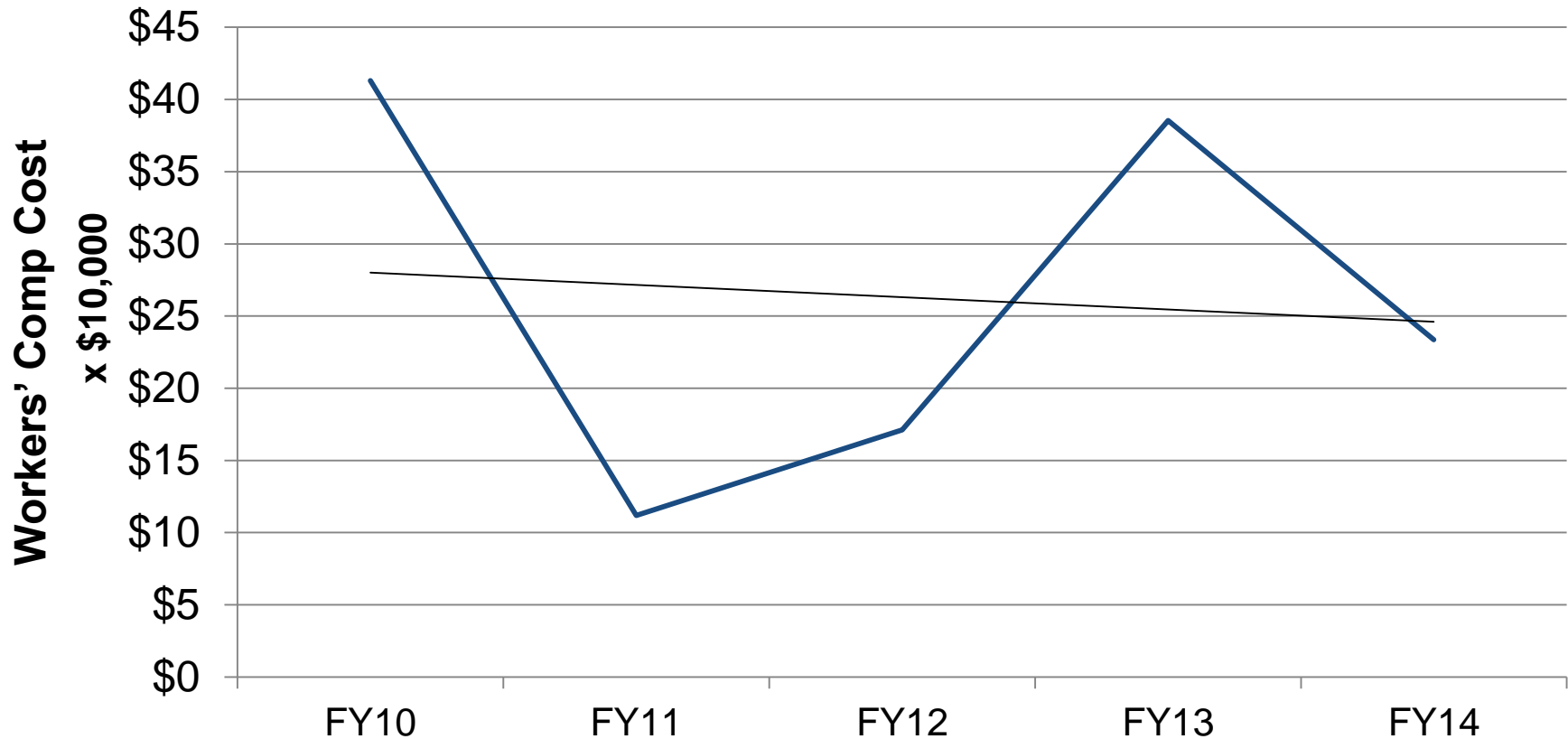


DLC – FY14 Injury Prevention Action Plan

- **CountyStat returned Liquor Control's action plan for revision**
- **DLC will supply a plan as a follow-up to this session**



DLC – Total WC Costs Incurred in Fiscal Year



Incurred costs have decreased 39% from FY13 to FY14.



Source: Risk Management Quarterly Reports. For Claims Occurring during FY

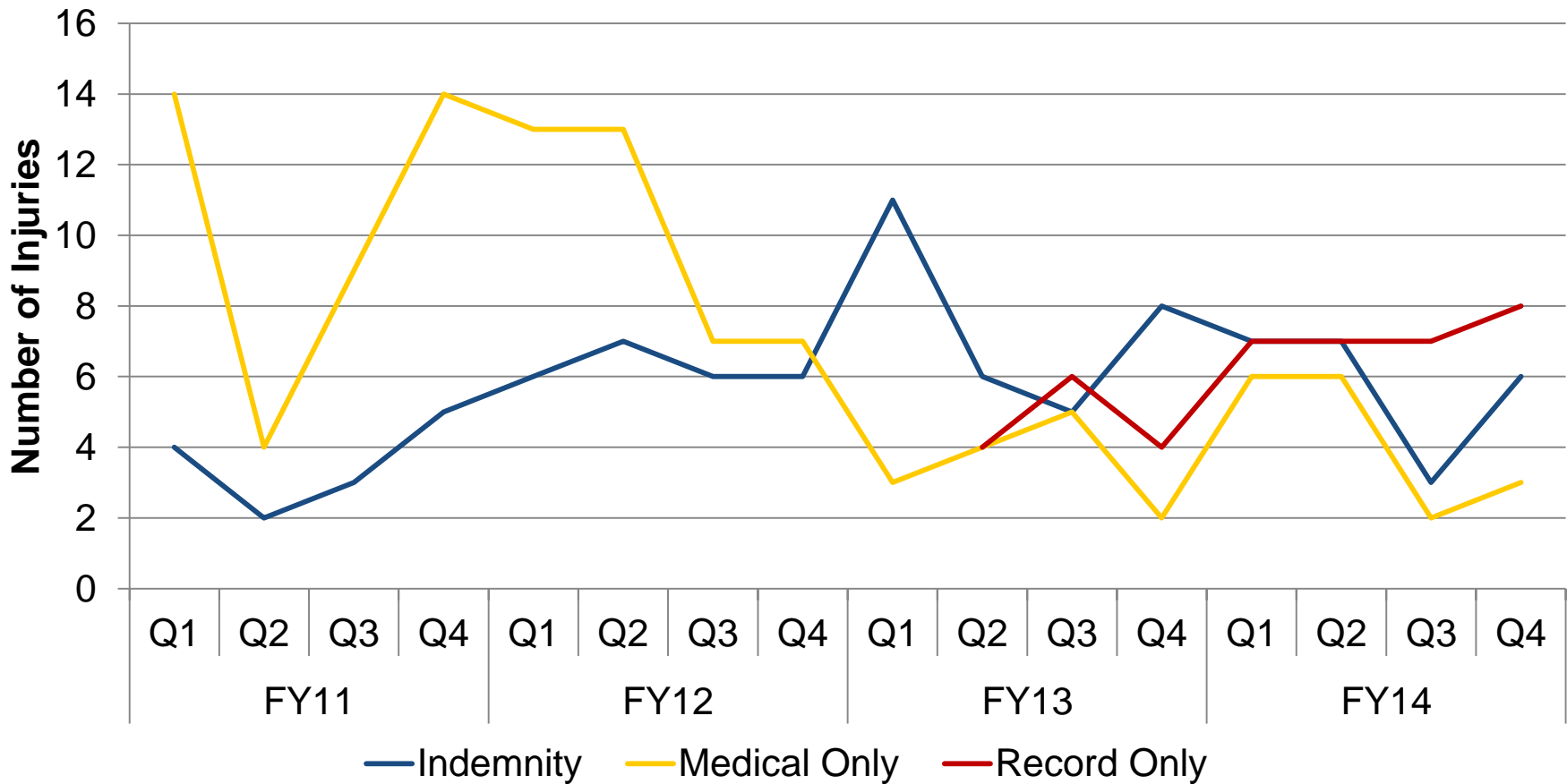
Workers' Compensation
Update

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CountyStat

DLC – Injuries by Classification from FY11-FY14



DLC averaged 5.8 indemnity claims per quarter in FY14. The FY14 average was down slightly from the 7.5 claims in FY13 and 6.3 in FY12.



Source: Risk Management Claim Detail Report.

Note that CorVel data starts in FY13

DLC – FY14 Top Ten Injury Sources

Injury Source	Injury Frequency (as of 6/30)			Injury Severity (FY14 costs incurred as of 6/30)		
	Total	% of FY14 Total	% Change from FY13	Total	% of FY14 Total	% Change from FY13
Lifting, Handling, or Carrying	19	28%	0%	\$92,359	40%	-38%
Motor Vehicle	4	6%	+300%	\$54,382	23%	+80%
From Different Level (Elevation)	6	9%	+200%	\$24,585	11%	+55%
Machine or Tools	5	7%	+150%	\$23,013	10%	+256%
On Ice or Snow	3	4%	*	\$17,300	7%	*
Fall, Slip, or Trip Injury	4	6%	+33%	\$13,550	6%	-72%
Pushing or Pulling	7	10%	+133%	\$4,862	2%	-83%
Reaching	2	3%	-50%	\$1,300	1%	-96%
On Same Level	2	3%	0%	\$824	0%	*
Strain or Injury	1	1%	-75%	\$606	0%	-97%

Lifting and collisions combined for 63% of costs incurred in FY14.

Source: Risk Management Claim Detail Report. *= No FY13 Claims or Costs



DLC – FY14 Top Seven Nature of Injury

Nature of Injury	Injury Frequency (as of 6/30)			Injury Severity (FY14 costs incurred as of 6/30)		
	Total	% of FY14 Total	% Change from FY13	Total	% of FY14 Total	% Change from FY13
Strain	35	51%	-5%	\$134,139	57%	-61%
Contusion	19	28%	+533%	\$46,126	20%	+614%
Crushing	7	10%	*	\$35,011	15%	*
Inflammation	3	4%	0%	\$18,124	8%	+2,770%
Laceration	2	3%	-50%	\$97	0%	-96%
Foreign Body	1	1%	*	\$73	0%	*
No Physical Injury	2	3%	*	\$0	0%	*

DLC's FY14 Injuries fell into only 7 categories with the majority being strains.



Source: Risk Management Claim Detail Report. *= No FY13 Claims or Costs

DLC – FY14 Top Ten Body Parts Injured

Body Part	Injury Frequency (as of 6/30)			Injury Severity (FY14 costs incurred as of 6/30)		
	Total	% of FY14 Total	% Change from FY13	Total	% of FY14 Total	% Change from FY13
Lower Back Area	16	23%	+100%	\$100,964	43%	-10%
Knee	8	12%	+33%	\$31,358	13%	-24%
Chest	3	4%	+200%	\$30,744	13%	+1,130%
Hand	2	3%	-33%	\$21,025	9%	-17%
Lower Leg	2	3%	0%	\$19,878	9%	*
Ankle	1	1%	0%	\$12,250	5%	*
Shoulder(s)	7	10%	0%	\$8,063	3%	-84%
Multiple Upper Extremities	1	1%	*	\$2,890	1%	*
Hip	2	3%	+100%	\$1,548	1%	-95%
Abdomen	1	1%	-50%	\$1,300	1%	*

Continued focus on lower back and knee injuries is important as they account for 56% of all injuries in DLC.



Source: Risk Management Claim Detail Report. *= No FY13 Claims or Costs

Appendix 1-E

TRANSPORTATION (DOT)



DOT – FY14 Injury Prevention Action Plan

▪ Proactive Strategies

- Supervisors are required to perform five observations each month and managers are required a minimum of two observations each month. All observations are documented.
- All bus operators acquiring 18 points (accident) are sent back to training.
- Safe and Unsafe behavior observations
- Reward system for safe behavior
- New positions created for 2 Safety Instructors to be assigned to each depot to monitor unsafe behavior or trends and take immediate action to mitigate situation or educate bus operator or other employee(s) as needed

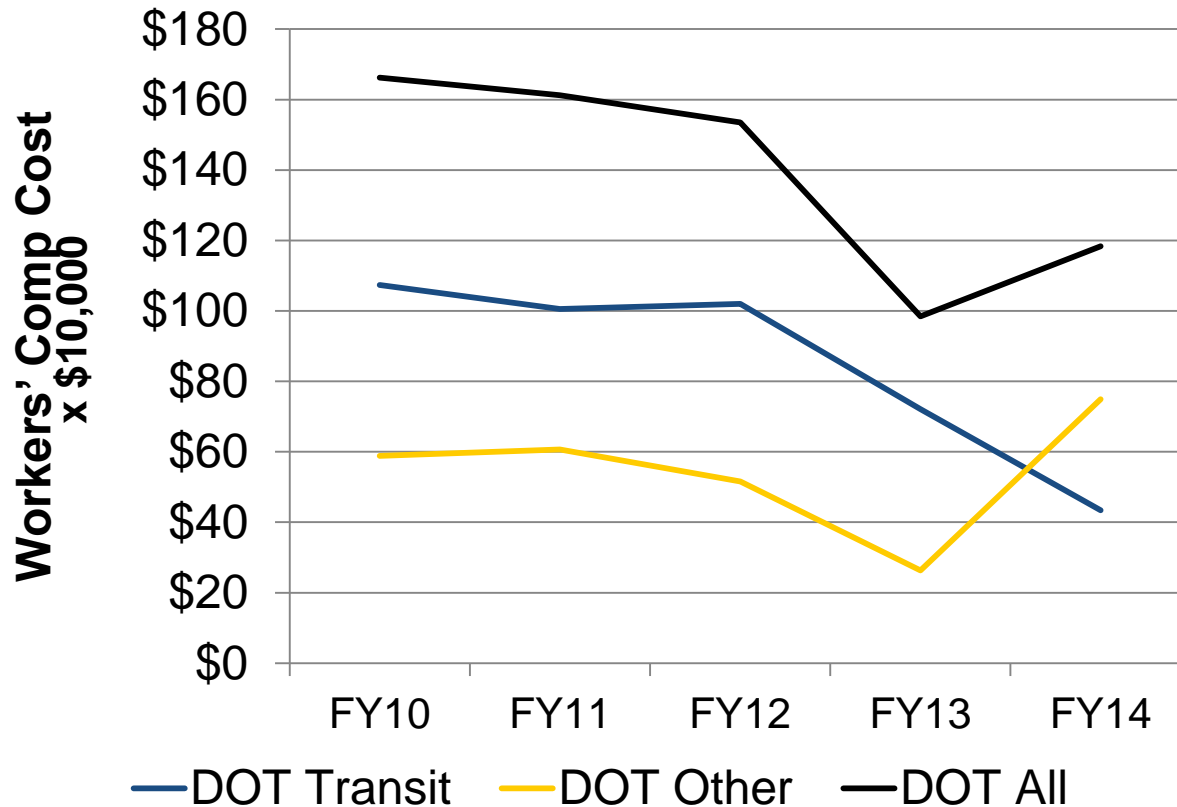
▪ Targeted strategy for bus operator accidents and assaults

- Safe Work Methods training for all transit employees
- Focusing on start work routine, be physically and mentally ready for the activity.
- Space and Visibility training for all transit employees – Including safe driving habits.

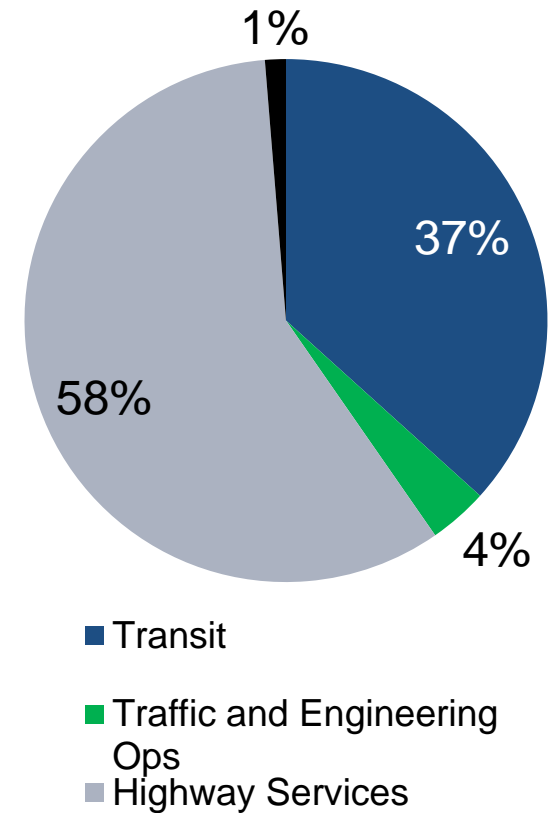


Note: This is a high-level summary of a few key points in DOT's action plan.

DOT – Total WC Costs Incurred in Fiscal Year



FY14 W.C. Costs by Div.

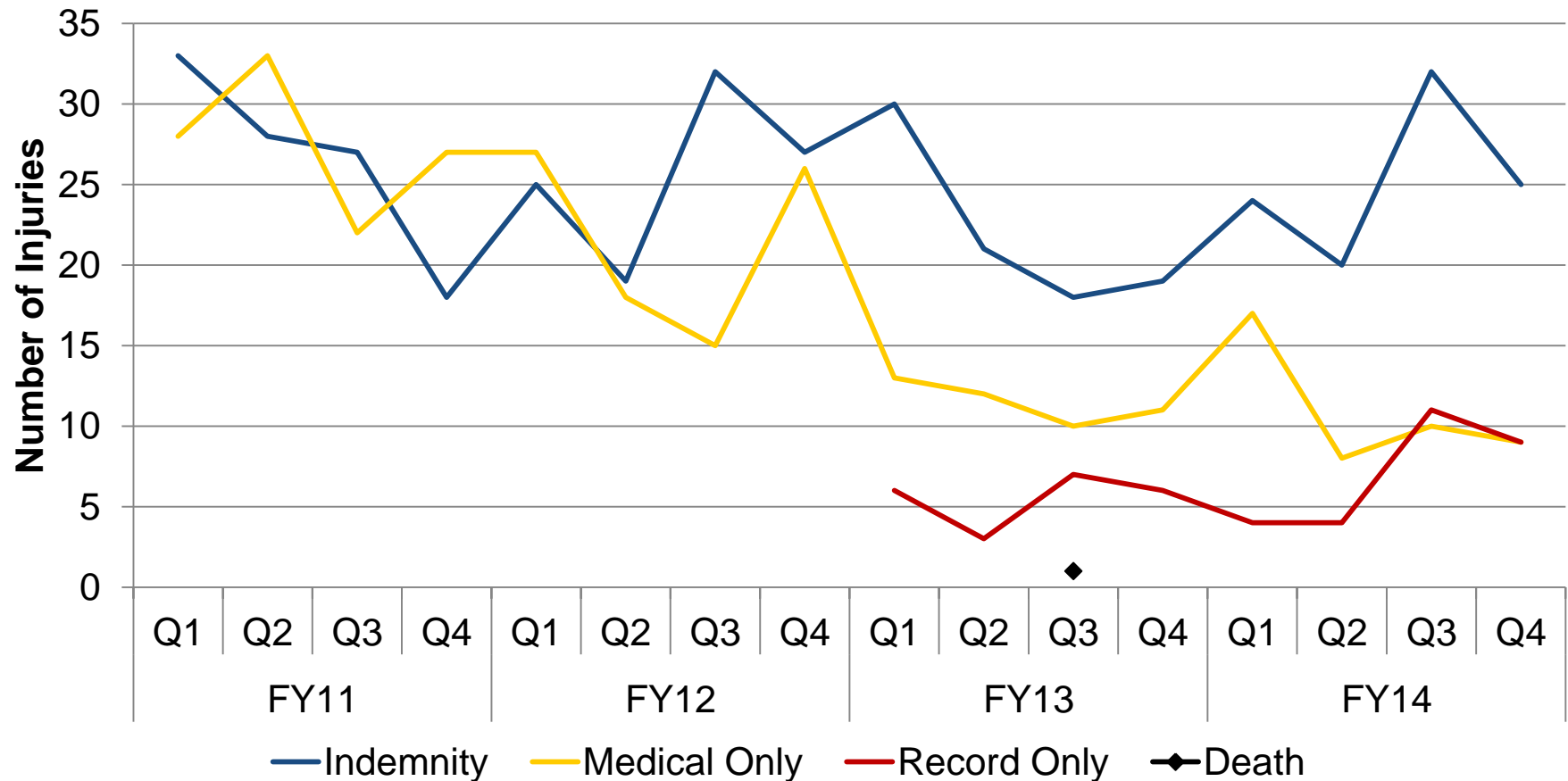


From FY10 through FY13, Transit comprised of 66% of all DOT's workers' compensation costs. In FY14, Transit continued to decline in cost incurred while Highway Services increased 162% from FY13 to FY14.



Source: Risk Management Quarterly Reports. For Claims Occurring during FY

DOT – Injuries by Classification from FY11-FY14



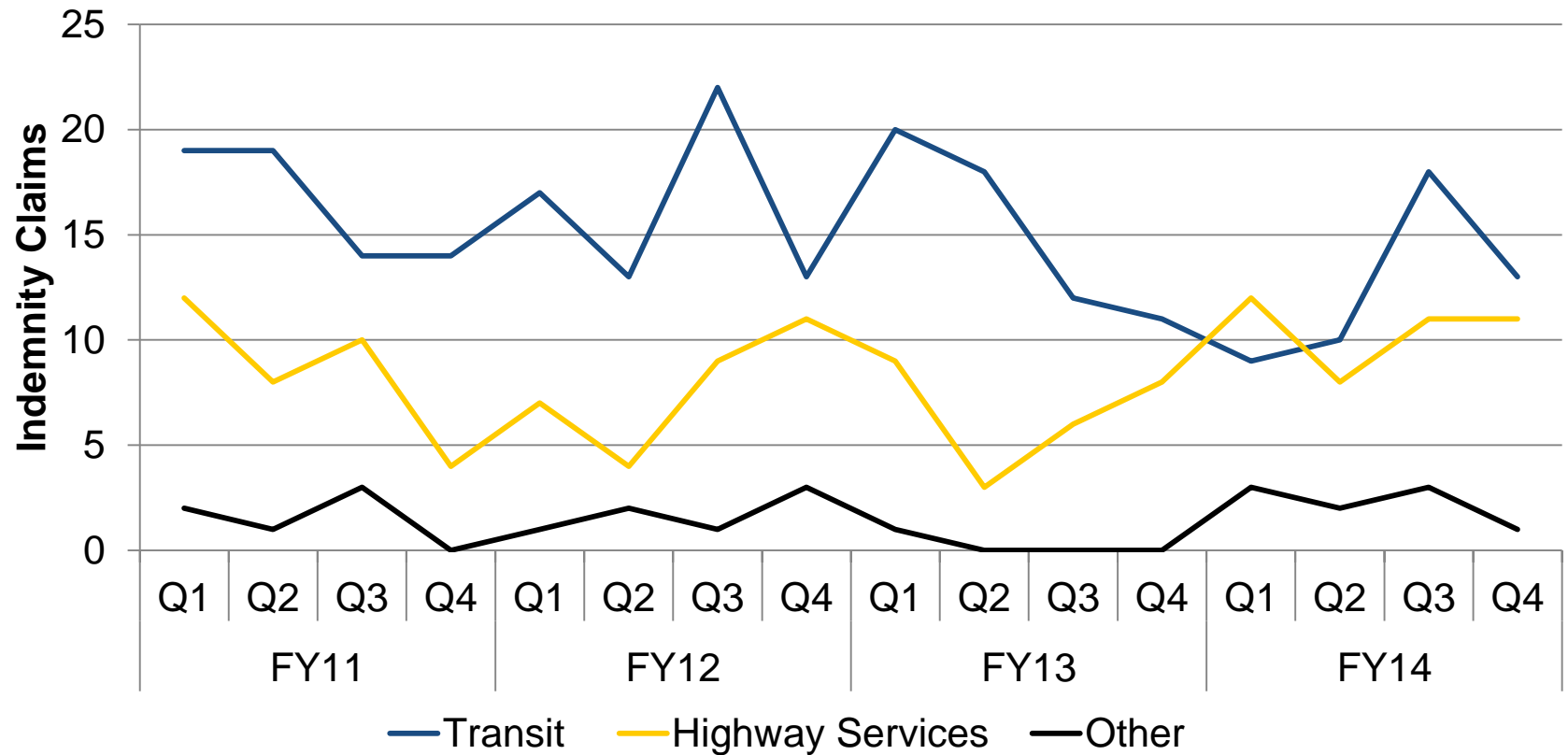
The rate of indemnity claims per quarter was fairly consistent from FY11 to FY14 with an average of 25 claims per quarter during this time period.



Source: Risk Management Claim Detail Report.

Note that CorVel data starts in FY13

DOT – Indemnity Claims by Division FY11-FY14



Transit had 50 indemnity claims in FY14 as compared to 42 for Highway Services. The higher costs in Highway Services was due to the severity of the claims in the division. The cost per indemnity claim for Transit was \$8,548 while for Highway it was \$16,220.



Source: Risk Management Claim Detail Report.

Note that CorVel data starts in FY13

DOT – FY14 Top Ten Injury Sources

Injury Source	Injury Frequency (as of 6/30)			Injury Severity (FY14 costs incurred as of 6/30)		
	Total	% of FY14 Total	% Change from FY13	Total	% of FY14 Total	% Change from FY13
Motor Vehicle	28	16%	0%	\$256,273	22%	-45%
On Same Level	9	5%	+29%	\$161,811	14%	+638%
On Ice or Snow	16	9%	+433%	\$143,354	12%	+256%
Twisting	12	7%	+300%	\$123,305	10%	+242%
Strain or Injury	9	5%	-40%	\$95,619	8%	-9%
Cumulative	3	2%	+200%	\$91,882	8%	+302%
Lifting, Handling, or Carrying	15	9%	-32%	\$65,262	6%	-44%
Pushing or Pulling	5	3%	+25%	\$43,780	4%	-58%
Repetitive Motion - Carpal tunnel syndrome	1	1%	*	\$39,065	3%	*
Other Than Physical Cause of Injury	4	2%	-20%	\$33,898	3%	+87%

Due to a harsher winter during FY14, the frequency and severity of injuries that occurred on icy and snowy surfaces increased between FY13 and FY14.



Source: Risk Management Claim Detail Report. *= No FY13 Claims or Costs

DOT Transit – FY14 Top Ten Injury Sources

Injury Source	Injury Frequency (as of 6/30)			Injury Severity (FY14 costs incurred as of 6/30)		
	Total	% of FY14 Total	% Change from FY13	Total	% of FY14 Total	% Change from FY13
Motor Vehicle	18	19%	-22%	\$109,038	25%	-70%
Twisting	7	8%	+133%	\$91,855	21%	+155%
On Ice or Snow	9	10%	+200%	\$69,458	16%	+73%
NOC-Strain or Injury By	6	6%	-40%	\$34,688	8%	-57%
Other Than Physical Cause of Injury	3	3%	-25%	\$33,898	8%	+87%
On Same Level	5	5%	0%	\$15,946	4%	-26%
Lifting, Handling, or Carrying	4	4%	-64%	\$15,208	4%	-60%
Other	1	1%	-50%	\$14,623	3%	-36%
Machine or Tools	2	2%	*	\$13,490	3%	*
Striking Against or Stepping On	1	1%	-67%	\$11,945	3%	-19%

The frequency and severity of twisting injuries were up in FY14 as compared to FY13.



Source: Risk Management Claim Detail Report. *= No FY13 Claims or Costs

DOT Hwy Services – FY14 Top Ten Injury Sources

Injury Source	Injury Frequency (as of 6/30)			Injury Severity (FY14 costs incurred as of 6/30)		
	Total	% of FY14 Total	% Change from FY13	Total	% of FY14 Total	% Change from FY13
On Same Level	3	5%	+50%	\$145,645	21%	+33,381%
Motor Vehicle	7	11%	+40%	\$127,956	19%	+21%
Cumulative	2	3%	*	\$77,259	11%	*
Strain or Injury	3	5%	-40%	\$60,931	9%	+145%
Lifting, Handling, or Carrying	9	14%	-18%	\$49,650	7%	-37%
On Ice or Snow	5	8%	*	\$48,845	7%	*
Pushing or Pulling	2	3%	-33%	\$39,175	6%	-21%
Repetitive Motion - Carpal tunnel syndrome	1	2%	*	\$39,065	6%	*
On Stairs	2	3%	*	\$28,500	4%	*
NOC-Cut, Puncture, Scrape— Injured By	2	3%	0%	\$18,250	3%	+1,592%

While the frequency of claims are disbursed among the various source categories, the severity of one “on same level” injury drove this category to the top. This single claim represents 18% of costs incurred for Highway Services in FY14.



Source: Risk Management Claim Detail Report. *= No FY13 Claims or Costs

DOT - Top Ten Nature of Injury from FY11-FY13

Nature of Injury	Injury Frequency (as of 6/30)			Injury Severity (FY14 costs incurred as of 6/30)		
	Total	% of FY14 Total	% Change from FY13	Total	% of FY14 Total	% Change from FY13
Strain	86	50%	+28%	\$537,647	45%	-25%
Sprain	12	7%	-33%	\$156,963	13%	0%
Fracture	3	2%	+200%	\$144,560	12%	+36,1482%
Inflammation	5	3%	-62%	\$71,295	6%	-4%
Concussion	2	1%	+100%	\$45,483	4%	+215%
Multiple Physical Injuries	6	3%	0%	\$44,406	4%	-12%
Carpal Tunnel Syndrome	1	1%	*	\$39,065	3%	*
Mental Stress	3	2%	+50%	\$36,126	3%	+1,789%
Contusion	19	11%	+171%	\$35,769	3%	+100%
Vascular	1	1%	*	\$28,052	2%	*

Strains and sprains comprised of 58% of costs incurred for DOT in FY14.



Source: Risk Management Claim Detail Report. *= No FY13 Claims or Costs

DOT Transit – FY14 Top Ten Nature of Injury

Nature of Injury	Injury Frequency (as of 6/30)			Injury Severity (FY14 costs incurred as of 6/30)		
	Total	% of FY14 Total	% Change from FY13	Total	% of FY14 Total	% Change from FY13
Strain	54	58%	+23%	\$294,222	68%	-48%
Inflammation	4	4%	-50%	\$53,465	12%	-17%
Mental Stress	3	3%	+50%	\$36,126	8%	+1,789%
Contusion	7	8%	+133%	\$19,080	4%	+463%
Sprain	5	5%	-55%	\$15,599	4%	-87%
Multiple Physical Injuries	4	4%	+33%	\$12,042	3%	+75%
Concussion	1	1%	0%	\$1,250	0.3%	-91%
Respiratory Disorders	2	2%	*	\$962	0.2%	*
Other	4	4%	-60%	\$711	0.2%	-98%
Foreign Body	1	1%	-75%	\$509	0.1%	+279%

The number of strains was up from FY13, but the severity of strains in FY14 was down.



Source: Risk Management Claim Detail Report. *= No FY13 Claims or Costs

DOT Hwy Services – FY14 Top Ten Nature of Injury

Nature of Injury	Injury Frequency (as of 6/30)			Injury Severity (FY14 costs incurred as of 6/30)		
	Total	% of FY14 Total	% Change from FY13	Total	% of FY14 Total	% Change from FY13
Strain	23	35%	+5%	\$195,821	28%	+28%
Fracture	2	3%	*	\$143,420	21%	*
Sprain	6	9%	-14%	\$131,875	19%	+263%
Concussion	1	2%	*	\$44,233	6%	*
Carpal Tunnel Syndrome	1	2%	*	\$39,065	6%	*
Multiple Physical Injuries	2	3%	-33%	\$32,365	5%	-25%
Vascular	1	2%	*	\$28,052	4%	*
Puncture	6	9%	+200%	\$19,674	3%	+24,994%
Inflammation	1	2%	-80%	\$17,830	3%	+89%
Contusion	10	15%	+150%	\$16,469	2%	+14%

While there were fewer claims resulting in sprains in FY14, the severity of the claims was higher as compared to FY13.



Source: Risk Management Claim Detail Report. *= No FY13 Claims or Costs

DOT – FY14 Top Ten Body Parts Injured

Body Part	Injury Frequency (as of 6/30)			Injury Severity (FY14 costs incurred as of 6/30)		
	Total	% of FY14 Total	% Change from FY13	Total	% of FY14 Total	% Change from FY13
Knee	25	14%	+92%	\$207,890	18%	+133%
Shoulder(s)	15	9%	+7%	\$167,871	14%	+18%
Hip	4	2%	+300%	\$129,416	11%	*
Lower Back Area	19	11%	-21%	\$125,424	11%	-34%
Soft Tissue-Neck	9	5%	+125%	\$97,716	8%	+155%
Ankle	10	6%	+100%	\$86,139	7%	+155%
Wrist	4	2%	+100%	\$60,094	5%	+22%
No Physical Injury	8	5%	+300%	\$50,581	4%	+70,152%
Brain	1	1%	0%	\$44,233	4%	*
Hand	12	7%	+33%	\$31,181	3%	+13%

DOT saw a large increase in Knee injuries from FY13 to FY14. 31% of knee injury costs incurred in FY14 were from 3 injuries caused by being on an icy or snowy surface.



Source: Risk Management Claim Detail Report. *= No FY13 Claims or Costs

DOT Transit – FY14 Top Ten Body Parts Injured

Body Part	Injury Frequency (as of 6/30)			Injury Severity (FY14 costs incurred as of 6/30)		
	Total	% of FY14 Total	% Change from FY13	Total	% of FY14 Total	% Change from FY13
Knee	13	14%	+117%	\$106,747	25%	+180%
Shoulder(s)	9	10%	+13%	\$76,166	18%	-11%
Lower Back Area	10	11%	-33%	\$51,405	12%	-67%
Ankle	6	6%	+20%	\$51,083	12%	+51%
No Physical Injury	6	6%	+200%	\$37,088	9%	+51,411%
Multiple Body Parts	10	11%	-9%	\$28,529	7%	-69%
Wrist	2	2%	0%	\$20,534	5%	-58%
Lower Arm	1	1%	*	\$14,623	3%	*
Nose	1	1%	0%	\$13,149	3%	+1,116%
Finger(s)	4	4%	0%	\$12,384	3%	+225%

The frequency and severity of knee injuries in Transit were up in FY14 as compared to FY13.



Source: Risk Management Claim Detail Report. *= No FY13 Claims or Costs

DOT Hwy Services – FY14 Top Ten Body Parts Injured

Body Part	Injury Frequency (as of 6/30)			Injury Severity (FY14 costs incurred as of 6/30)		
	Total	% of FY14 Total	% Change from FY13	Total	% of FY14 Total	% Change from FY13
Hip	3	5%	+200%	\$129,416	19%	*
Knee	10	15%	+43%	\$101,134	15%	+99%
Shoulder(s)	6	9%	0%	\$91,705	13%	+63%
Soft Tissue-Neck	4	6%	*	\$68,636	10%	*
Lower Back Area	5	8%	-44%	\$56,642	8%	+64%
Brain	1	2%	*	\$44,233	6%	*
Wrist	2	3%	*	\$39,561	6%	*
Ankle	4	6%	*	\$35,056	5%	*
Lower Leg	2	3%	0%	\$30,517	4%	+38,825%
Hand	8	12%	+167%	\$24,274	4%	162%

99% of the costs incurred for hip injuries were from one claim. This single claim represents 18% of costs incurred for Highway Services in FY14.



Source: Risk Management Claim Detail Report. *= No FY13 Claims or Costs

Appendix 1-F

GENERAL SERVICES (DGS)



DGS – FY14 Injury Prevention Action Plan

▪ Facilities

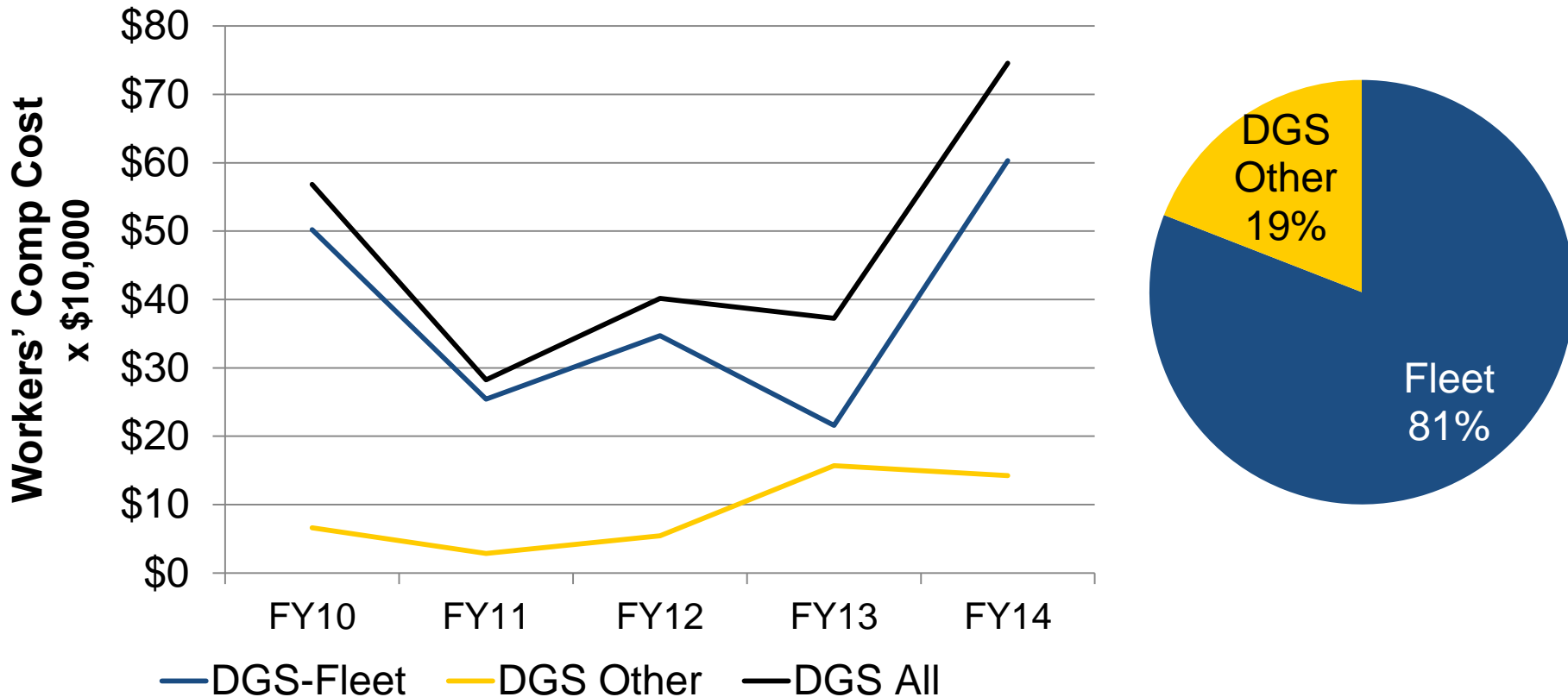
- Facilities conducts bi-annual training on body mechanics and use of safety shoes.

▪ Fleet

- Fleet's safety program consists of starting each work shift with a toolbox safety meeting where a current topic may be discussed. Group safety meetings are held monthly in all locations for all shifts and staff covering various OSHA work safety topics. Our safety culture focuses on keeping motivational messages and emotions at the forefront of everything we do, every day. All staff members are encouraged to share personal experiences and outcomes that add to the monthly training experience.
- Fleet's Safety Committee, meets monthly to identify and evaluate hazards, design, or purchase of equipment, materials, and processes before change occurs. This voluntary group serves as safety leaders in their work areas. They promote safe practices and collaborate to find solutions to safety issues. This is a proactive safety measure with committee members comprised of, the Safety Manager, Chief of Maintenance, the Division Chief, staff members from the shop floor and the County's Safety Section of Risk Management.
- Employees manage safety processes utilizing peer-to-peer observations of safe work habits.



DGS – Total WC Costs Incurred in Fiscal Year

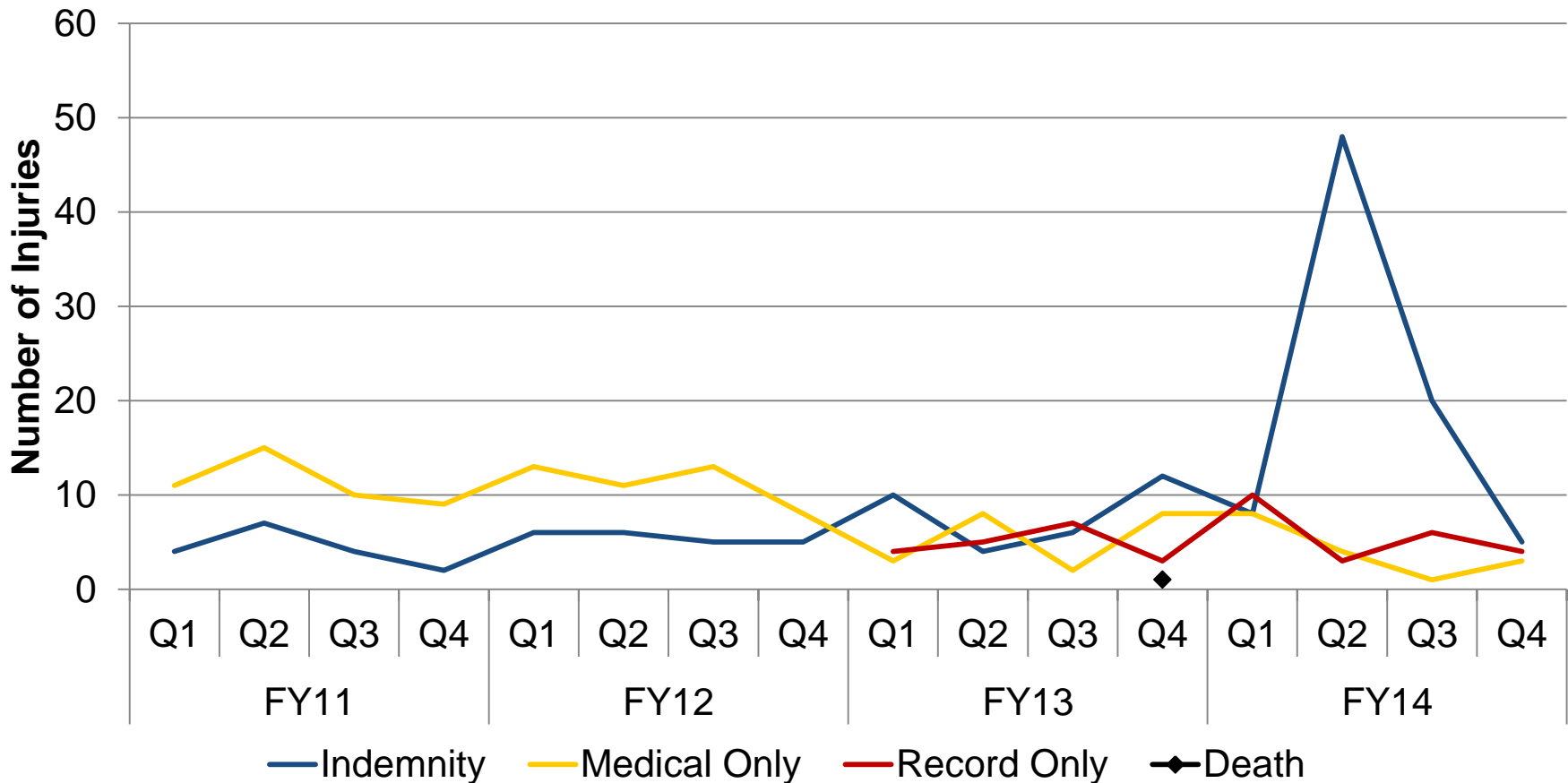


The concentration of worker's compensation costs incurred in Fleet for FY14 was the same as the FY10-FY14 average. DGS' overall costs incurred grew 100% from FY13 to FY14, while Fleet costs increased by 179% year-over-year.



Source: Risk Management Quarterly Reports. For Claims Occurring during FY

DGS – Injuries by Classification from FY11-FY14



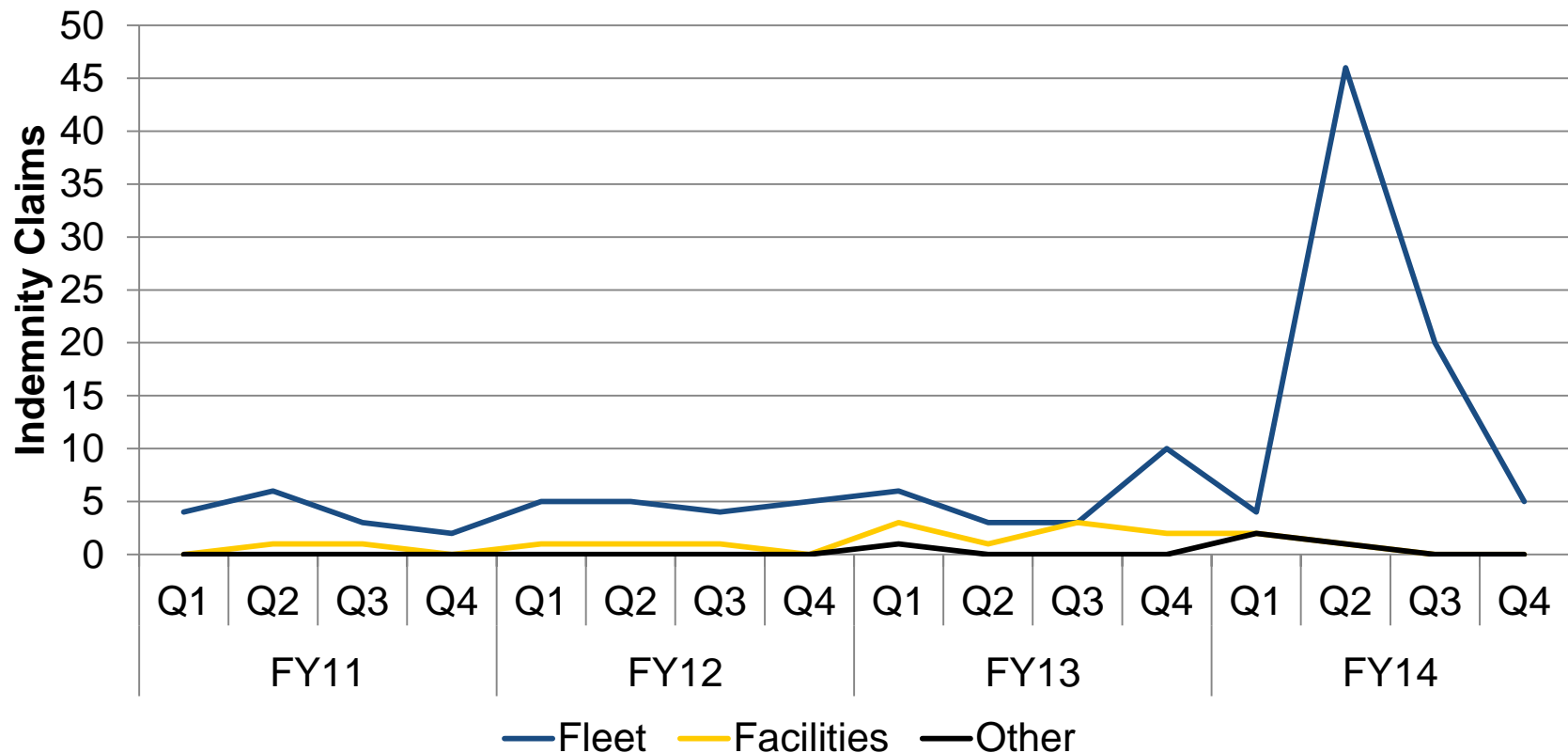
From FY11 through FY14, DGS averaged 6 indemnity claims per quarter. In FY14, the quarterly average rose to 20 claims led by FY14Q2 with 48 indemnity claims.



Source: Risk Management Claim Detail Report.

Note that CorVel data starts in FY13

DGS – Indemnity Claims by Division FY11-FY14



The increases in indemnity claims for FY14 are concentrated in Fleet Management. The increase in claims are mainly due to 50 indemnity claims resulting from exposure to crystalline silica dust reported between November 2013 to January 2014.



Source: Risk Management Claim Detail Report.

Note that CorVel data starts in FY13

DGS – FY14 Top Ten Injury Sources

Injury Source	Injury Frequency (as of 6/30)			Injury Severity (FY14 costs incurred as of 6/30)		
	Total	% of FY14 Total	% Change from FY13	Total	% of FY14 Total	% Change from FY13
Lifting, Handling, or Carrying	16	13%	-33%	\$207,326	28%	-16%
Strain or Injury	6	5%	-25%	\$85,930	12%	+118%
On Ice or Snow	7	6%	*	\$76,347	10%	*
Slipped, Did Not Fall	2	2%	*	\$74,600	10%	*
From Ladder or Scaffolding	2	2%	*	\$66,794	9%	*
Motor Vehicle	2	2%	0%	\$57,860	8%	180%
Absorption, Ingestion or Inhalation	52	43%	+5,100%	\$43,150	6%	+2,258%
From Different Level (Elevation)	1	1%	-75%	\$28,976	4%	-21%
Twisting	6	5%	+50%	\$19,133	3%	+49%
Pushing or Pulling	1	1%	-50%	\$18,650	3%	+179%

The frequency and severity of lifting injuries were down from FY13.

Source: Risk Management Claim Detail Report. *= No FY13 Claims or Costs



DGS Fleet – FY14 Top Ten Injury Sources

Injury Source	Injury Frequency (as of 6/30)			Injury Severity (FY14 costs incurred as of 6/30)		
	Total	% of FY14 Total	% Change from FY13	Total	% of FY14 Total	% Change from FY13
Lifting, Handling, or Carrying	14	13%	-26%	\$205,367	34%	-11%
Strain or Injury	5	5%	-17%	\$85,930	14%	+118%
From Ladder or Scaffolding	2	2%	*	\$66,794	11%	*
Motor Vehicle	2	2%	0%	\$57,860	10%	+180%
On Ice or Snow	4	4%	*	\$48,097	8%	*
Absorption, Ingestion or Inhalation, NOC	52	50%	+5,100%	\$43,150	7%	+2,258%
From Different Level (Elevation) Off Wal	1	1%	-67%	\$28,976	5%	-21%
Pushing or Pulling	1	1%	-50%	\$18,650	3%	+179%
Machine or Tools	6	6%	+100%	\$18,441	3%	*
From Liquid or Grease Spills	1	1%	*	\$12,300	2%	*

The severity of lifting injuries were down, but the severity of overall strains were up.

Source: Risk Management Claim Detail Report. *= No FY13 Claims or Costs



DGS – FY14 Top Ten Nature of Injury

Nature of Injury	Injury Frequency (as of 6/30)			Injury Severity (FY14 costs incurred as of 6/30)		
	Total	% of FY14 Total	% Change from FY13	Total	% of FY14 Total	% Change from FY13
Strain	39	33%	+22%	\$545,856	73%	+38%
Multiple Physical Injuries	2	2%	*	\$68,270	9%	*
Contusion	6	5%	-14%	\$32,912	4%	+31%
Dust Disease	2	2%	*	\$26,850	4%	*
Laceration	4	3%	-64%	\$23,748	3%	-53%
Other	50	42%	+2,400%	\$15,950	2%	+1,360%
Inflammation	5	4%	-29%	\$14,265	2%	-52%
Fracture	3	3%	+200%	\$12,330	2%	+168%
Crushing	2	2%	-33%	\$3,842	1%	*
Concussion	1	1%	*	\$1,141	0%	*

The “Other” injuries were mainly related to the silica exposure incident.



Source: Risk Management Claim Detail Report. *= No FY13 Claims or Costs

DGS Fleet – FY14 Top Ten Nature of Injury

Nature of Injury	Injury Frequency (as of 6/30)			Injury Severity (FY14 costs incurred as of 6/30)		
	Total	% of FY14 Total	% Change from FY13	Total	% of FY14 Total	% Change from FY13
Strain	30	29%	+30%	\$452,184	75%	+55%
Multiple Physical Injuries	2	2%	*	\$68,270	11%	*
Dust Disease	2	2%	*	\$26,850	4%	*
Other	49	47%	+2,350%	\$15,950	3%	+1,360%
Inflammation	4	4%	-33%	\$14,178	2%	-35%
Fracture	2	2%	+100%	\$7,947	1%	73%
Laceration	3	3%	-63%	\$7,898	1%	+2,301%
Contusion	4	4%	-33%	\$4,662	1%	-81%
Crushing	2	2%	-33%	\$3,842	1%	*
Concussion	1	1%	*	\$1,141	0%	*

The frequency and severity of strains are up from FY13.



Source: Risk Management Claim Detail Report. *= No FY13 Claims or Costs

DGS – FY14 Top Ten Body Parts Injured

Body Part	Injury Frequency (as of 6/30)			Injury Severity (FY14 costs incurred as of 6/30)		
	Total	% of FY14 Total	% Change from FY13	Total	% of FY14 Total	% Change from FY13
Shoulder(s)	7	6%	-22%	\$221,968	30%	+18%
Knee	7	6%	-22%	\$136,306	18%	+431%
Lower Arm	4	3%	+300%	\$73,826	10%	+708%
Upper Arm	1	1%	0%	\$66,794	9%	-24%
Disc-Neck	2	2%	*	\$57,860	8%	*
Lower Back Area	8	7%	+14%	\$33,733	5%	-12%
Wrist	2	2%	-33%	\$31,569	4%	+67%
Lungs	2	2%	*	\$26,500	4%	*
Finger(s)	5	4%	-62%	\$19,951	3%	-42%
Multiple Trunk	2	2%	+100%	\$18,650	3%	+6,769%

Shoulder and knee injuries made up 48% of DGS costs incurred for FY14.



Source: Risk Management Claim Detail Report. *= No FY13 Claims or Costs

DGS Fleet – FY14 Top Ten Body Parts Injured

Body Part	Injury Frequency (as of 6/30)			Injury Severity (FY14 costs incurred as of 6/30)		
	Total	% of FY14 Total	% Change from FY13	Total	% of FY14 Total	% Change from FY13
Shoulder(s)	7	7%	-13%	\$221,968	37%	+18%
Upper Arm	1	1%	*	\$66,794	11%	*
Disc-Neck	2	2%	*	\$57,860	10%	*
Knee	5	5%	-38%	\$46,956	8%	+83%
Lower Arm	2	2%	+100%	\$44,276	7%	+384%
Lower Back Area	7	7%	+40%	\$31,862	5%	-16%
Wrist	2	2%	+100%	\$31,569	5%	+1,562%
Lungs	2	2%	*	\$26,500	4%	*
Multiple Trunk	2	2%	*	\$18,650	3%	*
Multiple Body Parts	45	43%	+2,150%	\$15,050	2%	-39%

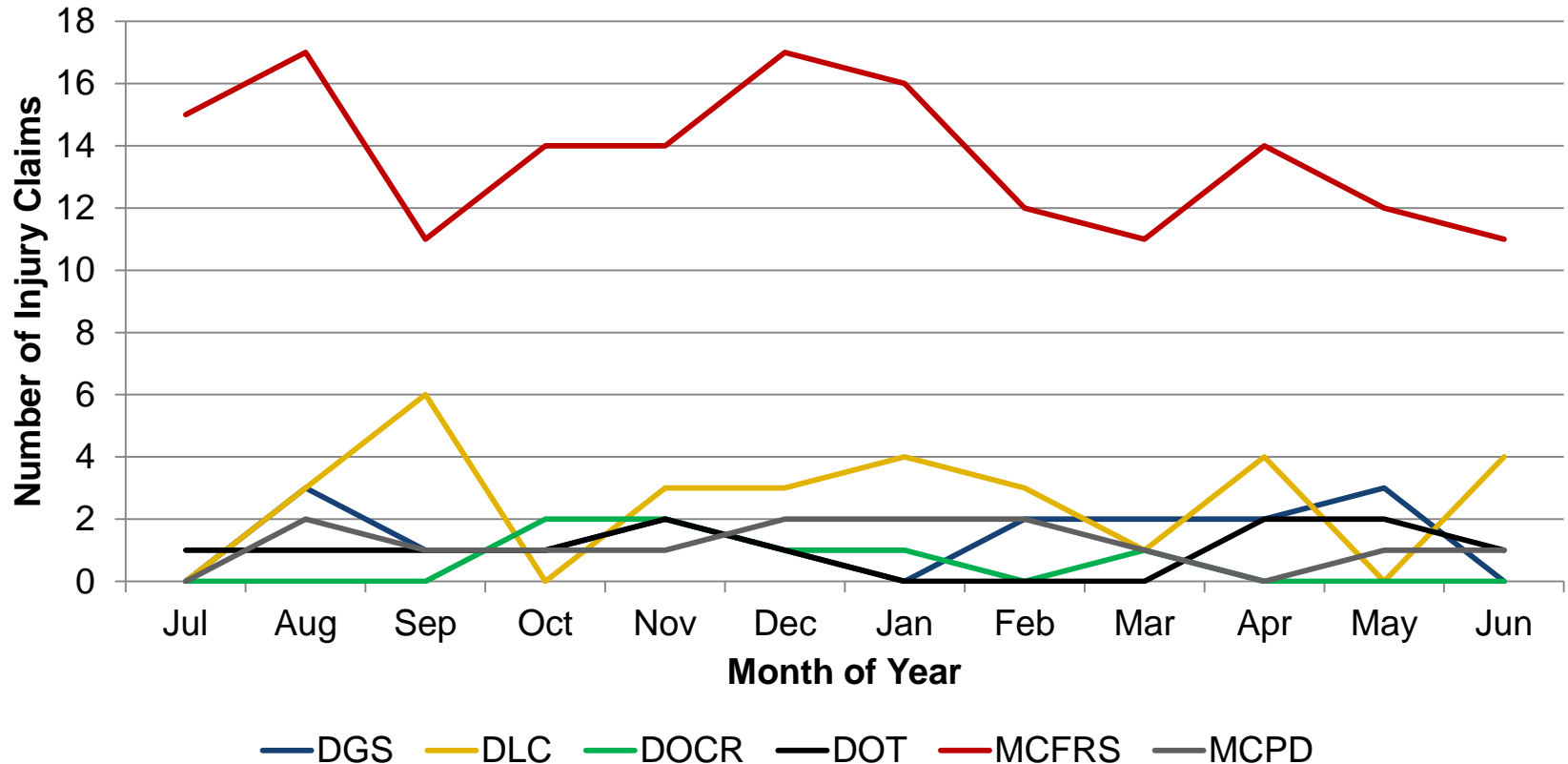
Three cases involving the upper arm and the discs of the neck covered 21% of DGS Fleet's incurred costs for FY14.



Source: Risk Management Claim Detail Report. *= No FY13 Claims or Costs

Appendix 2 – Additional Data on Lifting Injuries

FY13 and FY14 Lifting Injuries – by Month*



As expected, lifting injuries are not correlated with the time of the year.



*Only includes DGS, DLC, DOCR, DOT, MCFRS, and MCPD